



ARIZONA

ENTREPRENEUR'S

edge

resource guide to starting, operating and growing a business in Arizona



ARIZONA DEPARTMENT OF COMMERCE



Welcome to The Entrepreneur's Edge, Arizona's official guide for establishing and operating a small business. Provided by the Arizona Department of Commerce free of charge, this booklet is the ideal starting point for your new venture. It is comprehensive, well-organized and easy to understand.

Arizona values small business and takes great pride in the phenomenal growth businesses have shown here over the last decade. The entrepreneurial spirit is the engine that drives our economy, and we in the public sector continue to encourage startup companies through policies and programs friendly to small business.

Whether you are forming a new company, expanding or relocating to Arizona, we welcome you. I know you will find our business environment favorable and our quality of life unsurpassed.

For more information on what Arizona offers you, please visit the Arizona Department of Commerce web site at www.azcommerce.com.

Best wishes, and thank you for your contribution to our economy.

Yours very truly,

Janet Napolitano
Janet Napolitano



The Entrepreneur's Edge is Arizona's official guide for starting, operating and growing your business in Arizona. Provided by the Arizona Department of Commerce free of charge, this guide is the ideal starting point for your venture.

The entrepreneurial spirit is the engine that drives our robust economy. In fact, more than 97% of businesses are small businesses and they represent Arizona's largest employer. Our state and local governments continue to encourage new ventures through policies and programs friendly to small business.

Good luck with your new venture and thank you for your contribution to Arizona's economy.

– Jan Leshner, Director, Arizona Department of Commerce



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Top Success Factors To Succeed In Business

- Life is about relationships; build and nurture them.
- Character and integrity are critical in all matters.
- A disagreement is an opportunity to work together to solve a problem.
- Be accessible and be a good listener.
- Can't is not in my dictionary.

– Frank C. Rivera, President/CEO, ATL, Inc.



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Step-by-Step Checklist to Start, Operate and Grow a Business in Arizona

The Arizona Department of Commerce's free online program provides you with a customized step-by-step checklist for what you need to know, whom you need to contact and where you need to go for business licensing, registration, tax requirements, funding, hiring, certification, procurement opportunities and much more.

The process of going through the program generally takes 5-10 minutes to complete. In addition, at any given time, you may click on "My Report" to view your customized checklist.

From your customized checklist, you will be able to link over and download most of the forms you may need. It also provides you with telephone numbers and addresses in the event that you wish to contact an agency or organization directly. Visit the website at www.azcommerce.com/smallbiz, and click on "Step-by-Step Checklist to Start, Operate and Grow a Business in Arizona."

A business' growth pattern typically follows these stages:

Conception - Entrepreneurs determine the feasibility of their new business by evaluating the needs of the market, the potential profitability, and the availability of needed resources.

Starting - Once the business is launched, cash is usually tight. Customer responses validate the business concept and marketing efforts, but the business usually struggles to find its competitive advantage. All activities are focused on increasing sales.

Operating - Sales and profits are usually increasing as a result of new customers and expanding markets. Cash flow, staffing, and developing systems may be issues because of the costs and considerations of growth.

Growing - As a result of competitive markets, sales either hit their highest point or level off. Profits may decrease as prices are lowered to compete. Customer retention and managing resources are keys for growth.

Choosing the right professional partners to work with, including your accountant and attorney, can make the difference between failure and success. Get recommendations and do research. Don't hesitate to ask a lot of questions to determine whether their expertise matches your needs. Agree upon costs upfront and then build those into your financial plan.

These people, who have had the benefit of seeing other fledgling businesses such as yours grow over the years, can provide invaluable guidance.

Business Checklist

Follow the steps outlined below to get your business off to the right start:

- ☐ Conduct research on your industry, target market and competition.
- ☐ Prepare a written business plan complete with financial statements.
- ☐ Establish a source of adequate and reliable financing.
- ☐ Retain an attorney and CPA, if appropriate.
- ☐ Decide whether you wish to operate as a sole proprietorship, partnership or corporation.
- ☐ Check on zoning ordinances.
- ☐ Select a suitable location.
- ☐ Choose a name, research the availability and register.
- ☐ Obtain a Federal Employer Identification Number (EIN), if needed.
- ☐ Find a bank that's right for you. Open bank accounts.
- ☐ Acquire necessary licenses and/or permits for state, county and/or city.
- ☐ See insurance agent for full range of coverage.
- ☐ Obtain bonding and insurance, if necessary.
- ☐ Arrange for utilities, telephone and other services.
- ☐ Review all labor regulations, if hiring employees.
- ☐ Choose a record keeping system and method of inventory control.

THE BUSINESS PLAN

The Business Plan

Your Road Map to Success

PURPOSES OF THE BUSINESS PLAN

As a communication tool, it is used to attract investment capital, secure loans, convince workers to hire on, and assist in attracting strategic business partners. The development of a comprehensive business plan shows whether a business has the potential to make a profit. It requires a realistic look at almost every phase of business and allows you to show that you have worked out all the problems and decided on potential alternatives before actually launching your business.

As a management tool, the business plan helps you track, monitor, and evaluate your progress. The business plan is a living document that you will modify as you gain knowledge and experience. By using your business plan to establish timelines and milestones, you can gauge your progress and compare your projections to actual accomplishments.

As a planning tool, the business plan guides you through the various phases of your business. A thoughtful plan will help identify roadblocks and obstacles so that you can avoid them and establish alternatives. Many business owners share their business plans with their employees to foster a broader understanding of where the business is going.

Before you begin writing your business plan, consider the following four core questions:

- » **What service or product does your business provide and what needs does it fill?**
- » **Who are the potential customers for your product or service and why will they purchase it from you?**
- » **How will you reach your potential customers?**
- » **Where will you get the financial resources to start your business?**

Elements of a Business Plan

I. TITLE PAGE

The title page should contain the following items, double-spaced, horizontally-centered and positioned just above the center of the page:

- » **Business name**
- » **Address**
- » **Telephone number(s)**
- » **Owner(s) name(s)**

II. TABLE OF CONTENTS

The table of contents should list the title of each section of the document and indicate the page number where each is located. It also should list specific support items (appendices) by name.

This page will be done last, since it requires the entire document as input. It allows the reader to quickly locate specific sections.

III. BUSINESS CONCEPT OR EXECUTIVE SUMMARY

The Business Concept, or Executive Summary, should be a one-page explanation of what your business is and its competitive advantage.

Here you will provide a clear description of the industry in which you are competing and

a precise explanation of your business' unique qualities that set it apart from the competition. This section should include key points from marketing, operational and financial plans. Your explanation should answer these questions:

- » **What does your business do?**
- » **In what general market does your business compete?**
- » **What quality/price image will your business have?**
- » **What customer needs are met?**
- » **What makes your business unique from competition?**
- » **Why will your business be successful financially?**

IV. MARKETING PLAN

This section should contain a narrative description of these factors:

A. Product/Service

- » **What needs/benefits are sought by your customers?**
- » **Specifically, how does your product/service meet those needs/benefits?**
- » **How is your product/service unique from the competition?**
- » **What customer services do you provide to support the central product/service?**

B. Target Market

First, determine if your focus is on consumers (end-users) or other businesses. Then tailor your responses to the following appropriate category.

- » **What needs/benefits are sought by your customer that your product/service satisfies?**
- » **When and under what circumstances**

Your business plan represents your "road map" toward a successful venture.

The following guidelines do not address every aspect of every possible business plan. You should consider more questions than those posed in each section. Be sure to ask many questions – your success depends on the completeness of your planning process.



Note: Include in the appendix a photograph of the building, a drawing of the immediate area showing road access and identity of adjoining businesses and a drawing of the floor plan of your business.

Note: Include in the appendix the resumes of key personnel.

does your customer buy your product or service?

- » Describe the volume and frequency of your customer's purchases.
- » Based on available data, what is the expected volume of your target market?
- » Of that target market, what is the projected volume of actual paying customers?
- » Describe your customer base.

Consumer: It is important for you to develop a clear, mental picture of your ideal customers. Describe your potential customers using the following factors: age, sex, income, education, location, occupation, interests, buying habits, and goals and aspirations.

Businesses: If selling to a business, your description should include type of business; size of business; priority placed on purchasing your product/service; projected image of the business; markets that the business services; its trade organizations and memberships; and the trade publications read.

C. Competition

A description of your competition should answer the following questions:

- » Who are your major competitors?
- » Why are they successful?
- » What alternatives are there to your product?
- » How do alternatives impact your sales?
- » What distinctive differences separate you from your competitors?
- » Why should customers leave your competitors to choose your product/service?
- » What market share do you expect to get?

D. Location Analysis

Describe your business location and how it will enhance the sale of your product or service.

Your description should answer the following questions:

- » What strategic advantages do you have at this location?
- » Is there opportunity for expansion?
- » What are the neighboring businesses?
- » Do they complement/detract from yours?
- » Are renovations needed? At what cost?
- » What is the zoning classification?
- » Is the neighborhood stale, changing, improving, deteriorating? How?
- » How is customer access, parking, etc.?

E. Price Determination

A description of the price structure for your product or service will answer the following questions:

- » How does the unit cost of your product compare to the relative value seen by the customer?
- » How does your price compare with the competition price?
- » Why will customers pay your price?
- » What image will this price project?
- » What special advantages do your customers get that is included in the price?
- » Will you offer credit terms?

F. Marketing Approach

A description of your marketing effort should answer the following questions:

- » What are the test market results?
- » Where do your customers seek information about purchasing your product/service?
- » How will your image be clearly and consistently conveyed to potential buyers?
- » Which media are most suitable?
- » How will you evaluate the effectiveness of each advertising and promotional effort?
- » How will you use/evaluate a sales staff?

V. MANAGEMENT PLAN OR OPERATIONAL PLAN

This section contains a description of who will run the business and how they will do it, including the following:

A. Management Team

A description of how the business will be managed will answer these questions:

- » What business management background do you have?
- » How will that drive the business?
- » How is the experience of key people related to this type of business?
- » What legal form will you use – corporation, partnership, sole proprietorship?
- » Who does what? Who reports to whom?
- » What resources are needed and who will provide them (accountant, lawyer, etc.)?

B. Employee Relations

A description of your methods of hiring, training and communicating with your staff will answer these questions:

- » What are your personnel needs?
- » What skills will be required?
- » How will you hire and train?
- » What salary/benefits will be provided?
- » How will you determine wage increases?
- » What personnel policies will be provided?

THE BUSINESS PLAN

C. Operational Controls

A description of the kinds of management systems and how they will be used will answer these questions:

- » What is your production capacity?
- » What operating advantages do you have?
- » What elements are key to your success?
- » How will you monitor these factors?
- » What hazards do you anticipate for your business? What protection and/or alternate plans do you have?
- » What policies will you establish for the operation of your business?

VI. FINANCIAL PLAN

A description of how your business will be financed and how you will maintain a sound financial condition will answer the following questions:

A. Current Funding Requirement

- » How much money will be needed for starting your business?
- » What will be the sources of startup capital?
- » What business and personal assets will be pledged as collateral?

B. Use of Funds

- » How will the money be spent (working capital, capital expenditures, etc.)?
- » How will borrowed funds make your business more profitable?

C. Long-Range Financial Strategies

- » How will you liquidate your investors' position?
- » What terms of repayment are feasible?
- » What will you do if repayment cannot be accomplished as planned?

D. Financial Statements

To support this section, several financial statements will be required, such as the following:

- » Personal financial statement of owner
- » Business startup costs
- » Pro forma cash flow analysis (expected)
- » Balance sheet (actual or proposed)
- » Income statement (actual or proposed)
- » Competitive analysis

See worksheets on the following pages

VII. STRATEGIC PLAN

It is very important to include a description of where you want your venture to be in the next few years and how you intend to achieve those goals.

This strategic plan should focus on years two through five and include descriptions of the following items:

- » Strengths within your organization
- » Weaknesses within your organization
- » Opportunities available to you
- » Threats impeding you

Using these four factors, you should describe strategies that use your strengths to take advantage of opportunities and overcome threats; and strategies to reduce weaknesses and avoid threats to your business.

The strategies should identify intermediate goals (yearly) and the marketing, management and financial resources to achieve these goals.

Research Resources

- » Arizona Department of Commerce, Small Business Services
www.azcommerce.com/BusAsst/SmallBiz
- » Arizona Department of Commerce, Office of Economic Information and Research
www.azcommerce.com/Research
- » The Center for Competitiveness and Prosperity Research at Arizona State University's W.P. Carey School of Business
www.cob.asu.edu/seid/cbr
- » JP Morgan Chase Economic Outlook Center in Arizona State University's W.P. Carey School of Business
<http://wpcarey.asu.edu/seid/eoc>
- » Arizona Rural Policy Institute (ARPI) of Northern Arizona University, College of Business Administration
www.franke.nau.edu/RPI
- » Eller College of Management, University of Arizona
<http://ebr.eller.arizona.edu>
- » The University of Arizona Center for Computer and Professional Education www.ceao.arizona.edu/comped
- » Economic Development Information Center (EDIC)
www.lib.az.us/libdir and click on EDIC.

Visit your local library

It's a great resource for starting or running a business.

Librarians will help you find information on every phase of business ownership, information on writing the business plan and electronic databases where you can research industries and competitors.

The library provides access to subscription databases you can use in the library, office or home when you obtain a library card and a PIN number.

In addition, libraries provide free access to the Internet. Many libraries present free programs, workshops and book lists on business topics.

To find your local library, visit the website at www.lib.az.us/libdir.

Personal Financial Statement Worksheet

As of: __/__/____

Assets**Amount in Dollars**

Cash - checking accounts	\$ _____
Cash - savings accounts	\$ _____
Certificates of deposit	\$ _____
Securities - stocks / bonds / mutual funds*	\$ _____
Notes and contracts receivable*	\$ _____
Life insurance (cash surrender value)	\$ _____
Personal property (autos, jewelry, etc.)*	\$ _____
Retirement funds (IRAs, 401k, etc.)	\$ _____
Real estate (market value)	\$ _____
Other assets (specify)* _____	\$ _____

Total Assets \$ _____**Liabilities****Amount in Dollars**

Current debt (credit cards, accounts)	\$ _____
Notes payable*	\$ _____
Taxes payable*	\$ _____
Real estate mortgages*	\$ _____
Other liabilities (specify)* _____	\$ _____

Total Liabilities \$ _____**Net Worth** \$ _____**Describe in the appropriate section below.*

1. Describe securities - stocks/bonds/mutual funds:
2. Describe notes and contracts receivable:
3. Describe personal property:
4. Describe other assets:
5. Describe notes payable:
6. Describe tax liability:
7. Describe real estate:
8. Describe other liabilities:

WORKSHEETS

Business Startup Costs Worksheet

As of: __/__/____

Living Expenses

From last pay check to opening day

\$ _____

For three months after opening day (startup cushion)

\$ _____

Deposits, Licenses, Prepayments

Deposit for rent

\$ _____

Telephone and utilities

\$ _____

Business licenses

\$ _____

Insurance premiums

\$ _____

Leasehold Improvements

\$ _____

Remodeling and redecorating

\$ _____

Fixtures, equipment, displays

\$ _____

Installation labor

\$ _____

Signs – outside, inside

Inventory

Service, delivery equipment and supplies

\$ _____

Merchandise (approx. 65% of startup costs are invested in opening stock)

\$ _____

Operating Expense for the First 3 Months

(From Cash Flow Projection)

\$ _____

Reserve to Carry Customers' Accounts

\$ _____

Cash for Petty Cash, etc.

\$ _____

TOTAL STARTUP CASH NEEDS \$ _____

Pro Forma Cash Flow Analysis Worksheet

As of: __/__/____

Cash Receipts

Cash Sales	\$ _____
Cash from Accounts Receivable	\$ _____
Cash from Investments	\$ _____
Total Cash Receipts	\$ _____

Cash Disbursements

Merchandise, inventory	\$ _____
Salary and wages	\$ _____
Outside labor	\$ _____
Payroll taxes	\$ _____
Advertising	\$ _____
Car and delivery	\$ _____
General office administration	\$ _____
Legal and accounting	\$ _____
Operating supplies	\$ _____
Bad debts	\$ _____
Rent	\$ _____
Repairs and maintenance	\$ _____
Utilities	\$ _____
Insurance	\$ _____
Taxes and licenses	\$ _____
Loan payments (principal and interest)	\$ _____
Total Cash Disbursements	\$ _____

NET CASH FLOW (+/-) \$ _____

Note: This analysis should be done on a monthly basis for the first year and on a quarterly basis for years 2 and 3.

WORKSHEETS

Balance Sheet Worksheet

As of: ___/___/___

ASSETS

Current Assets

Cash in bank	\$ _____
Accounts receivable	\$ _____
Inventory	\$ _____
Other current assets	\$ _____
Total Current Assets	\$ _____

Fixed Assets

Machinery & equipment	\$ _____
Furniture & fixtures	\$ _____
Land & buildings	\$ _____
Other fixed assets	\$ _____
Total Fixed Assets (net of depreciation)	\$ _____

TOTAL ASSETS \$ _____

LIABILITIES AND EQUITY

Current Liabilities

Accounts payable	\$ _____
Interest payable	\$ _____
Taxes payable	\$ _____
Notes, short-term (due within 12 months)	\$ _____
Current part, long-term debt	\$ _____
Other current liabilities	\$ _____
Total Current Liabilities	\$ _____

Long-term Debt

Bank loans payable	\$ _____
Notes payable to stockholders	\$ _____
LESS: Short-term portion	\$ _____
Other long-term debt	\$ _____
Total Long-term Debt	\$ _____

TOTAL LIABILITIES \$ _____

Owners' Equity

Invested capital	\$ _____
Retained earnings - beginning	\$ _____
Retained earnings - current	\$ _____
Total Owners' Equity	\$ _____

TOTAL LIABILITIES & EQUITY \$ _____

Income Statement Worksheet

As of: __/__/____

(3 previous years for existing business)

	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>
SALES	\$ _____	\$ _____	\$ _____
Less Cost of Goods	\$ _____	\$ _____	\$ _____
GROSS PROFIT	\$ _____	\$ _____	\$ _____
OPERATING EXPENSES			
Salaries and wages	\$ _____	\$ _____	\$ _____
Commissions	\$ _____	\$ _____	\$ _____
Outside labor	\$ _____	\$ _____	\$ _____
Payroll taxes	\$ _____	\$ _____	\$ _____
Advertising	\$ _____	\$ _____	\$ _____
Car and delivery	\$ _____	\$ _____	\$ _____
General office administration	\$ _____	\$ _____	\$ _____
Legal and accounting	\$ _____	\$ _____	\$ _____
Supplies	\$ _____	\$ _____	\$ _____
Bad debts	\$ _____	\$ _____	\$ _____
Rent	\$ _____	\$ _____	\$ _____
Repairs and maintenance	\$ _____	\$ _____	\$ _____
Utilities	\$ _____	\$ _____	\$ _____
Insurance	\$ _____	\$ _____	\$ _____
Taxes and licenses	\$ _____	\$ _____	\$ _____
Depreciation	\$ _____	\$ _____	\$ _____
Interest	\$ _____	\$ _____	\$ _____
Miscellaneous	\$ _____	\$ _____	\$ _____
TOTAL OPERATING EXPENSES	\$ _____	\$ _____	\$ _____
PROFIT/LOSS BEFORE TAXES	\$ _____	\$ _____	\$ _____

Competitive Analysis Worksheet

As of: __/__/__

FACTOR	MY BUSINESS	STRENGTH	WEAKNESS	COMPETITOR A	COMPETITOR B	COMPETITOR C	IMPORTANCE TO CUSTOMER
Products							
Price							
Quality							
Selection							
Service							
Reliability							
Stability							
Expertise							
Company Reputation							
Location							
Appearance							
Sales Method							
Credit Policies							
Advertising							
Image							

SOURCES OF HELP FOR YOUR BUSINESS

Business Assistance and Counseling

Business Assistance and Counseling 2-14

- » Arizona Department of Commerce
- » Small Business Administration (SBA)
- » Small Business Development Centers (SBDC)
- » SCORE – Counselors to Arizona's Small Business
- » Arizona Minority Business Enterprise Center (AMBEC)
- » Tribal Economic Development Services

Entrepreneurship Programs 2-19

- » Arizona State University
 - » The Spirit of Enterprise Center
- » Northern Arizona University
 - » Arizona Rural Policy Institute
 - » Northern Arizona Center for Emerging Technologies
 - » The W.A. Franke College of Business
- » University of Arizona
 - » The Eller College of Management
 - » University of Arizona Science and Technology Park

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Top Success Factors To Succeed In Business

- You must have passion and always have a positive “can do” attitude.
- You have to be determined and persevere, even if things get tough.
- As the CEO of my company, I am a generalist who sees the whole picture. I am not afraid to hire experts that excel at what they do in their profession.
- I look at problems as opportunities – when one door closes another door opens.
- Pam Del Duca, CEO and President, Delstar Companies, Inc.



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Business Assistance and Counseling

Arizona Department of Commerce

The **Arizona Department of Commerce** is your first stop for developing a successful business. We are your centralized resource for information on business licensing, certification, procurement opportunities and statewide resources for every stage of your business development. We also market Arizona globally, promote inward investment, and provide resource assistance to grow your company. We are your first contact for statewide site selection, Arizona incentive information and additional business resource assistance.

Are you ready to grow? We offer workforce solutions powered by One-Stop centers (see page 6-51 for a full list) throughout the state. Increase the skills of your staff through Arizona Job Training grants, or explore a custom-designed Apprenticeship.

Are you a technology company? Visit our virtual Arizona Innovation Accelerator which supports technology-oriented businesses, and links them with resources and ideas from innovative leaders throughout Arizona.

Are you ready to export? We will introduce you to quality contacts at a variety of trade events around the globe and provide you with individualized counseling, trade missions, background information, the most recent statistics on trade, and current market research information.

Business Information and Resources:

- » Small, Women-, Minority-Owned, and Disadvantaged Business Enterprise certification information
- » Step-by-Step Checklist to start your business
- » Statewide licensing and registration information

Statewide list of

- » Free counseling services
- » Chambers of commerce
- » Minority and women business organizations
- » Small business resources

Arizona Job Training Program:

Under the “Net New Hire” portion of the grant program, businesses can apply for grants that return up to 75% of the costs of training net new employees in jobs that meet wage criteria. The “Incumbent Worker” portion of the grant program will allow for training that upgrades the skills of your existing employees. The Incumbent Program can reimburse employers up to a maximum of 50% of allowable training costs.



ARIZONA DEPARTMENT OF COMMERCE

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SBA

SBA's Online Network

www.sba.gov

Information, resources, services and online training in taxes and accounting, raising capital, franchise, marketing, advertising and more.

SBA's Small Business Training Network

A virtual campus with free training courses, workshops and resources for entrepreneurs and students, making SBA's business management resources available anytime and anywhere.

SBA Answer Desk

800-U-ASK-SBA
(1-800-827-5722)

Free information center that answers questions about starting or running a business and how to get assistance.
Mon – Fri, 9 am to 5 pm (ET)

SBA Small Business Resource Guide

www.sbaguides.com and click on Arizona
A resource guide helping small businesses start, grow and succeed.

www.USA.gov

Whatever you want or need from the U.S. government, you'll find online information, services and resources.

www.business.gov

The site provides a quick and focused compliance search results, comprehensive catalog of federal government forms, directory of knowledgeable government contacts, links to key industry resources and "how to" information for starting, growing and managing a business.

Free - SBA Loan Clinics

For more information, visit www.sba.gov/az or call 602-745-7200

U.S. Small Business Administration

Arizona District Office
2828 North Central Ave, Suite 800
Phoenix, Arizona 85004-1093
Telephone: 602-745-7200, 520-620-7042,
928-380-0689
Website: www.sba.gov/az

The U.S. Small Business Administration and its nationwide network of partners help millions of potential and current small business owners start, grow and succeed.

SBA offers resources and programs targeted for small businesses to provide the advantage necessary to help small businesses effectively compete in the marketplace and strengthen the overall U.S. economy.

Starting Your Business

SBA representatives provide assistance to help you:

- » Develop a business plan
- » Make contacts
- » Access resources
- » Complete loan application(s)

Special-emphasis programs offered to assist:

- » Women
- » Veterans
- » Native Americans
- » Socially and economically disadvantaged citizens

Financing Your Business

Financing resources:

- » Loan guaranties enable financial institutions to provide loans to small businesses that would not otherwise qualify for financing.
- » Major fixed-asset loans provide for the purchase of land and buildings.
- » Surety bond guarantees aid small and minority construction contractors.
- » Equity investing matches venture capitalists with small businesses.
- » Export assistance to be part of the global economy.

Growing Your Business

Consult with the experts to identify growth opportunities:

- » Funding small business expansion with loan guaranties
- » Improving product diversifications
- » Exploring export options
- » Improving marketing and sales
- » Making capital investments
- » Increasing competitiveness

Contracting Opportunities

Investigate federal contracting and subcontracting programs:

- » Social services for women, disadvantaged individuals, service-disabled veterans and others.
- » Matchmaking to help small businesses link directly with federal agencies and private corporations to improve procurement prospects.
- » Contracting opportunities or historically underutilized business zones called HUBZones.

Recovering From Disaster

Low-interest loans to help businesses and individuals in declared disaster areas recover as quickly as possible.



AZSBDC Network

What is the AZSBDC Network?

Arizona's Small Business Development Center Network is an innovative partnership between the state's ten community college districts and the U.S. Small Business Administration. The network is the largest and most accessible source of assistance to Arizona businesses with fewer than 200 employees.

How are Services Provided?

One-on-one confidential counseling is at the heart of SBDC work. Counselors use their real-life business ownership and management experience to give clients advice that is relevant and practical. Programs and seminars often complement the counseling. Training content, while developed within the overall mission of the SBDC, is customized and tailored to meet the diverse needs of business owners in metropolitan and non-urban areas of the state.

Access to Information is Essential

SBDCs utilize a wide variety of resources including online and Internet databases to help small businesses obtain the timely, detailed, relevant information necessary to make sound business decisions.

Client Qualifications

Any existing small business firm or individual interested in owning a business may receive assistance from an SBDC office. There are no charges associated with one-on-one counseling. Small fees may be charged for costs associated with training courses.

For more information, visit their website at www.maricopa.edu/sbdc.

The Mesa Minority/Micro Small Business Development Center

(M3SBDC) is a united effort between Mesa Community College, the City of Mesa and the Maricopa Community Colleges Small Business Development Center. M3SBDC provides confidential, one-on-one bilingual (Spanish/English) business counseling at no charge for small, minority- and woman-owned businesses in Mesa. For more information, their telephone number is 480-461-6125 and the location is 145 N. Centennial Way, Room 440, Mesa, AZ 85201.

SmallBizU ...is the first eLearning University created especially for small businesses and entrepreneurs. For more information, visit www.smallbizu.org/azmaricopa.

State Office

480-731-8720

www.maricopa.edu/sbdc

Arizona Western College SBDC

928-317-6151

<http://sbdc.azwestern.edu>

Central Arizona College

520-494-6610

www.centralaz.edu/biz

Cochise College SBDC

520-515-5478

www.cochise.edu/conteducation/sbdc

Coconino Community College SBDC

928-526-7653

www.coconino.edu/sbdc

Eastern Arizona College SBDC

928-428-8590

www.eac.edu/sbdc

Gila County Community College District SBDC

928-468-8039

<http://sky.prohosting.com/gilacc/SBDC>

Maricopa Community Colleges SBDC

480-784-0590

www.maricopasbdc.com

Mohave Community College SBDC

928-757-0894

www.mohave.edu/sbdc

Northland Pioneer College SBDC

928-532-6170

www.npcsbdc.com

Pima Community College SBDC

520-206-6404

www.pima.edu/smallbusiness

Yavapai College SBDC

928-776-2008

<http://www2.yc.edu/content/sbdc>

SCORE Chapters

East Valley Chapter

1201 S. Alma School Road, #4800
Mesa, AZ 85210
480-833-9020

Website: www.evaz.scorechapter.org

Serving: Mesa, Tempe, South Scottsdale, Chandler, Gilbert, Apache Junction, Queen Creek and vicinities.

Lake Havasu City Chapter

B of A Building, 10 Acoma Blvd.,
Lake Havasu, AZ 86405
928-453-5951

Website: www.scoreaz.org/havasulake

Serving: Lake Havasu City, Kingman, Bullhead City, Parker, Quartzsite, Blythe, Needles and vicinities.

Northern Arizona Chapter

1228 Willow Creek Road, # 2
Prescott, AZ 86301
and

3045 North Tani Road
Prescott Valley, AZ 86314
928-778-7438 / 800-410-2260

Website: www.scoreaz.org/northernarizona

Serving: Prescott, Prescott Valley, Chino Valley, Cottonwood, Sedona, Flagstaff, Payson, Rim Country and vicinities.

Phoenix Chapter

2828 N. Central Avenue, #800
Phoenix, AZ 85004
602-745-7250

Website: www.scorephoenix.org

Serving: Phoenix, Scottsdale, Paradise Valley, Buckeye, Glendale, Avondale, El Mirage, Goodyear, Laveen, Litchfield Park, Peoria, Sun City, Sun City West, Tolleson, Youngtown, Surprise and vicinities.

Southern Arizona Chapter

330 N. Commerce Park Loop, #160
Tucson AZ 85745
520-670-5008

Website: www.scoretucson.org

Serving: Tucson, Green Valley, Sierra Vista, Eloy and vicinities.



SCORE

SCORE is a resource partner with the U.S. Small Business Administration and dedicated to aiding in the formation, growth, and success of small business in Arizona.

What does SCORE provide?

- » Free and confidential one-on-one counseling and advice in practically every business situation.
- » Specialized seminars and workshops on a variety of business subjects.
- » Insight into how to start a business, operate a business, buy a business or franchise and sell a business.
- » Counselors who are widely experienced business people with extensive knowledge in a great variety of industries, and at many levels.
- » A one-on-one counseling program that matches your needs and interest to the skills of one or more SCORE counselors.

For more information, visit their website at www.scoreaz.org.

AMBEC

The Arizona Minority Business Enterprise Center (AMBEC) is a non-profit organization, federally funded by the Minority Business Development Agency (MBDA), U.S. Department of Commerce and operated by the Arizona Hispanic Chamber of Commerce Foundation. AMBEC provides strategic business consulting services and technical assistance to minority-owned firms in the following areas: financial consulting, government procurement opportunities, franchising business consulting, international trade development and international banking transactions and sales collection.

255 East Osborn Road, Suite 202, Phoenix, AZ 85012
Phone: 602-248-0007 Toll free: 800-428-7299
Website: www.azmbec.com

Tribal Economic Development Offices

Ak-chin Indian Community

520-568-1073 | www.ak-chin.nsn.us

Cocopah Tribe

928-627-2061 | www.cocopah.com

Colorado River Indian Tribe

928-669-6800 | http://critonline.com/crit_contents/business

Fort McDowell Yavapai Nation

480-252-7928 | www.ftmcdowell.org

Fort Mojave Indian Tribe

760-629-4591 | www.fortmojave.com

Fort Yuma – Quechan Tribe

760-572-5270 | www.itcaonline.com/tribes_quechan.html

Gila River Indian Community

520-562-6120 | www.gric.nsn.us/newdirection

Havasupai Tribe

928-448-2731 | www.havasupaitribe.com

Hopi Tribe

928-734-3241 | www.itconline.com/tribes/hopi.html

Hualapai Tribe

928-769-2216 | www.itcaonline.com/tribes_hualapai.html

Kaibab – Paiute Tribe

928-643-7245 | www.itcaonline.com/tribes_kaibab.html

Navajo Nation

928-871-6544 | www.navajobusiness.com

Pasqua Yaqui Tribe

520-879-6315 | www.pascuayaqui-nsn.gov

Salt River Pima-Maricopa Indian Community

480-850-8049 | www.saltriver.pima-maricopa.nsn.us

San Carlos Apache Tribe

928-475-2331 | www.sancarlosapache.com/home.htm

San Juan Southern Paiute Tribe

928-283-4589 | www.cba.nau.edu/caied/tribepages/sanjuan.asp

Tohono O'odham Nation

520-383-2900/2901 | www.economicdevelopment-ton.org

Tonto Apache Tribe

928-474-5000 | www.itcaonline.com/tribes_tonto.html

White Mountain Apache Tribe

928-338-4346, Ext. 213 | www.wmat.nsn.us

Yavapai – Apache Nation

928-649-6928 | www.yavapai-apache.org

Yavapai – Prescott Indian Tribe

928-445-8790 | www.ypit.com

Resources

Arizona Association for Economic Development (AAED), Tribal Economic Development Committee
www.aaed.com

Center for American Indian Economic Development (CAIED) at Northern Arizona University
www.cba.nau.edu/caied
928-523-7320

Inter Tribal Council of Arizona
www.itcaonline.com/about.html
602-258-4822

National Center for American Indian Enterprise Development (NCAIED)
www.ncaied.org
480-545-1298

Native Peoples Technical Assistance Office at University of Arizona
www.nptao.arizona.edu
520-626-9181

Native Nations Institute (NNI) at University of Arizona
www.nni.arizona.edu
520-626-0664

Bureau of Indian Affairs (BIA)
www.doi.gov/bureau-indian-affairs.html

Arizona Commission of Indian Affairs
www.azcia.gov
602-542-3123

Governor's Office of Equal Opportunity
<http://azgovernor.gov/eop>
602-542-3711

Small Business Administration (SBA)
Office of Native American Affairs
www.sba.gov/aboutsba/sbaprograms/naa

Entrepreneurship Programs

Arizona State University

SPIRIT OF ENTERPRISE AWARDS™

Each year, the Spirit of Enterprise Center brings together over 1,000 leaders to showcase ethics, energy and excellence in entrepreneurship at the prestigious Spirit of Enterprise Awards™ event.

The Spirit of Enterprise Awards™ are presented to companies that demonstrate ethics by example, create a value-based culture within their company, demonstrate excellence in their industry, energize the community through leadership, and support education and lifelong learning in the workplace.

Of the 33 award winners in the last decade, virtually all remain involved in the Center's work. Proceeds from the event help support the Center with 81 cents of every \$1 invested going directly to Center programs.

To learn more about the awards, nominate a deserving company or view the award application, visit www.spiritofenterprise.org.

Northern Arizona University

The W. A. Franke College of Business

The college centers on experiential learning and providing opportunities to undergraduate students that are often reserved for graduate students. For example:

- » BizBlock combines three core classes of the business major (management, marketing and business communication) to provide students the opportunity to integrate key business concepts. In groups, students create and present a comprehensive business plan to a panel of regional business leaders.
- » The Executive Shadow Program provides students an opportunity to "shadow" a successful executive (most often College of Business alumni) for a short period.
- » The Professional Leadership Pathways Program offers a set of professional developmental activities that complement the business degree course work.

Arizona Rural Policy Institute (ARPI)

The Arizona Rural Policy Institute (ARPI) at Northern Arizona University helps improve the quality of life in Arizona's rural communities by conducting policy analysis and research on a wide spectrum of essential issues and topics.

The W. A. Franke College of Business Northern Arizona University

S. San Francisco St.
Flagstaff, AZ 86011

928-523-3657

Website:
www.franke.nau.edu

The Spirit of Enterprise Center

The Spirit of Enterprise Center is one of the W. P. Carey School of Business' thriving programs in entrepreneurship. The center is nationally recognized for innovation in entrepreneurial education, leadership and community service.

Entrepreneurship is one initiative which differentiates the W. P. Carey School of Business as it changes lives through knowledge creation and business education. The Spirit of Enterprise Center advances that mission by helping small, emerging and family businesses grow and prosper. It does that by:

- » Working with nearly 1,000 businesses each year by providing them guidance on how to start or grow an enterprise.
- » Supporting the academic concentration in entrepreneurship that allows undergraduates the opportunity to study entrepreneurship while completing rigorous studies in finance, accountancy, marketing and operations.
- » Providing marketing needs assessments to 150 small businesses in the Phoenix segment of the Light Rail corridor, through Business Honors students.
- » Developing online tools tailored to the needs of an entrepreneurial business over its lifecycle.
- » Facilitating business leaders' participation in classroom presentations and projects.
- » Participating in trans-disciplinary projects such as the Kauffman Campus, Entrepreneur Initiative, the Edson Student Initiative, Innovation Space and Technopolis.

The Spirit of Enterprise Center W. P. Carey School of Business Arizona State University

Centerpoint, on Mill Avenue
Tempe, AZ 85287

Telephone: 480-965-0474

Email: spiritofenterprise@asu.edu

Website: www.spiritofenterprise.org

ENTREPRENEURSHIP PROGRAMS

ARPI publishes research outcomes in policy reports for local, regional, and statewide dissemination and provides technical assistance to communities for policy implementation. For more information, visit their website at www.franke.nau.edu/RPI.

Northern Arizona Center for Emerging Technologies (NACET)

The Northern Arizona Center for Emerging Technologies (NACET) is a non-profit small business assistance program. NACET is designed to help facilitate the growth of new and existing businesses in northern Arizona.

NACET draws on a rich network of business specialists to provide management services for incubator companies. NACET provides consultation on marketing, distribution, manufacturing, material logistics, accounting, legal, human resources, outside financing (loans, venture capital), and other business disciplines. These services are provided either through one-on-one consulting, an advising board, professional service providers, or an entrepreneurial network.

For more information, visit their website at <http://nacet.org>.

University of Arizona

The Eller College of Management

The Eller College of Management at The University of Arizona has been at the forefront of entrepreneurship education since it introduced the Karl Eller Center – now the McGuire Center for Entrepreneurship – in 1984. In 2006, Entrepreneur magazine and The Princeton Review ranked the Center #1 nationwide in its survey of more than 700 undergraduate programs. An impact study revealed that graduates of the program are three times more likely to start a new business, be involved in new ventures, or be self-employed.

In addition to preparing students to turn ideas into reality through a comprehensive curriculum – The Idea Path – the Center also stimulates entrepreneurial thinking in the next generation of business leaders through outreach activities, including the Arizona Youth Entrepreneur program and the Middle School Entrepreneurship Challenge.

Beyond outreach and service, the McGuire Center for Entrepreneurship believes in long-range planning and advancement of entrepreneurship education as a key

contributor to economic and academic health. To that end, the Center works with Southern Arizona organizations and groups such as the Office of Technology Transfer within The University of Arizona community to fuel the innovation pipeline.

The Entrepreneurship Hall of Fame was established to formally recognize the significant achievements and contributions of alumni and associates of the McGuire Center for Entrepreneurship.

Each year, inductees join an esteemed group of business leaders, educators, and visionaries. From the inaugural class of 1998 through the current class, each brings a new and distinctive attribute.

Arizona Center of Innovation

The Arizona Center for Innovation is a high tech incubator promoting the development of high technology companies in Southern Arizona through a disciplined program of business development. Innovation Center clients move through a disciplined, structured program of business development. Each company receives assistance in preparing a business plan, developing products and services, securing financing, and executing a marketing program. The Innovation Center is modeled to identify and capture commercially viable technology early in the technology development process. The Innovation Center focuses on companies in six technology areas: aerospace, advanced composites and materials, information technology, environmental technology, life sciences and optics/photonics. For more information, visit their website at www.azinnovation.com.

Eller College of Management The University of Arizona

1130 E. Helen
Tucson, AZ
85721-0108

520-621-2165

Website:

www.eller.arizona.edu

McGuire Center for Entrepreneurship

520-621-2576

Website:

www.entrepreneurship.eller.arizona.edu

Tucson Commercialization Resource Directory

Website:

www.tcrd.arizona.edu

FINANCING YOUR BUSINESS

Financial Options and Funding Sources

Financing Options 3-22

Funding Sources 3-25

» Financial Incentives at a Glance

While every effort has been made to ensure the reliability of the information presented in this publication, the **Arizona Department of Commerce** cannot guarantee the accuracy of this information due to the fact that much of the information is created by external sources. Changes/updates brought to the attention of the **Arizona Department of Commerce** and verified will be corrected in future editions.



Top Success Factors To Succeed In Business

- *Vision* - be able to visualize what success looks like for you.
- *Adequate Capital* - sales revenues, factoring, debt or equity funding, a working capital line of credit to name a few.
- *Effective Systems* - monitor and manage your resources as well as your progress toward business goals.
- *Great People* - none of us can do it alone!
- *Determination and Drive* - do not let today's setbacks be the final chapter in your success story.
- *Seize the Day* - tomorrow is not promised!

– Rosiland Moore, President, Moore Systemworks



ARIZONA DEPARTMENT OF COMMERCE
www.azcommerce.com



Financing Options

There are several sources to consider when looking for financing. It is important to explore all of your options before making a decision.

The primary source of capital for most new businesses comes from personal savings and other forms of personal resources. While credit cards often are used to finance business needs, there may be better options available, even for very small loans. Many entrepreneurs look to private sources, such as friends and family, when starting out. Often, money is loaned interest-free or at a low rate which can be beneficial.

The most common source of funding, banks and credit unions, will provide a loan if you can show a sound business proposal.

Borrowing Money

Before seeking financing, realize that lenders are not in the business of taking risks; consequently, they have some conservative and basic guidelines.

A common loan criteria is known as the Five C's: Capacity, Collateral, Credit, Character and Conditions:

- » **Capacity** – represents the customer's ability to repay the loan based on the business' cash flow. Capacity should be demonstrated on a historical (financial statements, tax returns, etc.) and prospective (projections) basis.
- » **Collateral** – defined as "property pledged by a borrower to protect the interest of the lender." By putting up collateral, you show that you are committed to the success of your business.

A financial institution avoids making loans without collateral. With an SBA loan, however, a financial institution may relax some portion of its lending criteria.

The Micro Loan Program provides very small loans to startup, newly established, or growing small business concerns. Under this program, the Small Business Administration (SBA) makes funds available to non-profit community-based lenders (intermediaries) which, in turn, make loans to eligible borrowers in amounts up to a maximum of \$35,000. See page 3-24 for list of micro lenders.

Applying for Loans

The **Community and Business Financing Guide** contains descriptions and contact information for federal, state, and many private loan, grant and financing programs.

For more information, visit the **Arizona Department of Commerce** website at www.azcommerce.com/doclib/prop/azfincngd.pdf.

- » **Credit** – answers the question if you have paid your debts more or less on time, you don't have a history of bankruptcy or creditor lawsuits, and you have proven that you can use credit effectively. Lenders normally investigate both the company's and the owner's past credit history.
- » **Character** – may be the most subjective ingredient within the formula. It encompasses the lender's perceptions and analysis of the borrower's reputation and integrity, background and experience, and financial sophistication, involvement and persistence.
- » **Conditions**- the terms of loan, including loan amount, interest rate and credit policies established by the financial institution.



Businesses seeking financing will need:

- » A completed loan application
- » Three years of fiscal year-end business financial statements, including income statements and balance sheets
- » Current, year-to-date business financial statements
- » Current personal financial statements from anyone owning 20 percent or more of the business
- » Two years of personal income verification
- » Management resumes
- » A business debt schedule

Review the Business Planning section - the financial worksheets will help you prepare for your loan proposal.

Why a Loan is Declined

There are many reasons why a lender will decline a business loan request. They may range from a poorly conceived business idea to having little or no collateral. It is not uncommon for a borrower to be unwilling to personally guarantee the loan or refuse to provide all the collateral the lender deems necessary. From the lender's perspective, if the borrower is unwilling to take the risk, why should the lender?

Loan Proposal

To be successful in obtaining a loan, you must be prepared and organized. You must know exactly how much money you need, why you need it, and how you will pay it back. You must be able to convince your lender that you are a good credit risk.

You should be prepared to fully answer:

- » **Size of loan** – Be specific. Be prepared to clearly identify the total funds needed.
- » **Owner equity** – In most cases, the owner(s) will be expected to provide up to 50 percent of the funds required. This assures the lender that the business owners have a significant personal involvement in the project.
- » **How funds are to be used** – You should be prepared to provide a detailed outline of the use of loan funds. Most loans are for one of the followings reasons: (a) to purchase new equipment; (b) to pay off existing debts; or (c) to expand the business.
- » **Why your company is a good credit risk** – Briefly explain why your company has been and will continue to be a good credit risk and how this loan will help your company.
- » **Personal credit record** – The personal credit record of each owner or officer of the small business will be reviewed by the lender. Be prepared to discuss financial records of your business and all owners or officers.
- » **Payback plan** – Clearly show how your company will be able to repay the loan. Information must include cash-flow projections. Your detailed business plan will provide valuable information for your lender.
- » **Alternative payback plan** – The alternative payback plan clearly shows the lenders how the loan will be paid if your business fails.

FINANCING OPTIONS

SBA Loans

The U.S. Small Business Administration does not offer grants to start or expand small businesses, though it does offer a wide variety of loan programs.

To view SBA Loans, visit the website at www.sba.gov and click on Financial Assistance.

The best source for federal grant programs is www.grants.gov – you can sign up for automatic updates, and the site also includes useful information regarding the federal grants submission process.

Commercial Banks

In Arizona, many businesses seek credit financing through their commercial bank. Commercial banks provide the business community with a variety of financing options, such as SBA guaranteed loans, commercial installment loans and letters of credit.

A loan officer from your bank will discuss which type of loan will best meet your needs and outline the application procedures.

A variety of loan arrangements, depending on the size of a business and its needs, also are available through finance companies, insurance companies and mortgage bankers. Review lender ratings on the SBA website at www.sba.gov.

Business Financial Organizations

There are several commercial lenders that specialize in business loans. Many of these lenders are authorized to handle SBA guaranteed loans and other small business financial programs. For a listing, visit the SBA website at www.sba.gov/az.

Free - SBA Loan Clinics

- » Learn how to prepare a SBA loan application
- » Learn how to approach a lender to improve your chances of approval
- » Learn if getting your loan pre-approved is a good option for you by getting pre-qualified

For more information, visit the Small Business Administration (SBA) website at www.sba.gov/az or call 602-745-7200.

Micro Lenders: Financial Services with Technical Assistance

Each lender is required to provide business based training and technical assistance to its micro borrowers. Individuals and small businesses applying for micro loan financing may be required to fulfill training and/or planning requirements before a loan application is considered.

Microbusiness Advancement Center of Southern Arizona (MAC)

Website: www.mac-sa.org

520-620-1241

Area Coverage: Pima County.

Neighborhood Economic Development Corporation (NEDCO)

Website: www.nedco-mesa.org

480-969-1093

Area Coverage: Phoenix and East Valley.

Prestamos, a division of Chicanos Por La Causa Inc. (CPLC)

Website: www.prestamosloanfund.org

602-258-9911

Area Coverage: All of Arizona.

P.P.E.P Microbusiness & Housing Development Corp (PMHDC)

Website: www.azsmallbusinessloans.com

520-889-4203

Area Coverage: rural Arizona including Cochise, Pinal, Pima, Santa Cruz and Yuma Counties.

Tucson Urban League, Inc. (TUL)

Website: www.tucsonurbanleague.com/microenterprise.html

520-791-9522, extension 240

Area Coverage: City of Tucson.



Funding Sources

Funding Sources

Arizona Angels Investor Network

www.arizonaangels.com

602-508-6055

Arizona Innovation Accelerator

www.azcommerce.com/BusAsst/Technology

602-771-1100

Arizona MultiBank Community Development Corporation

www.multibank.org

602-643-0030

Arizona Technology Investor Forum (ATIF)

<http://atif.asu.edu>

480-965-2825

Business Development Finance Corporation

www.bdfc.com

Phoenix: 602-381-6292

Tucson: 520-623-3377

Toll-free: 800-264-3377

City of Phoenix, Community and Economic Development Department

www.phoenix.gov/econdev

602-262-5040

Community Investment Corporation

www.communityinvestmentcorporation.org

520-529-1766

Export-Import Bank of the United States

www.exim.gov

Western Regional Office

949-660-1341

Funding Directory & Resources

www.aztechbizdev.com/Directory.asp

Invest Southwest

www.investsouthwest.org

Southwest Business Financing Corporation

www.swbfc.com

602-495-6495

U.S. Small Business Administration

www.sba.gov/az

602-745-7200

Many entrepreneurs believe that having an idea, patent or new product is all that is necessary to starting and financing a new venture. However, there are important things to consider, before approaching traditional and alternative capital funding resources.

Often, entrepreneurs are disappointed to learn that professional investors don't invest money in ideas or new products.

Financing a new venture requires creativity and resourcefulness.

Some options are:

- » **Personal resources** – including personal funds, credit cards, money from family and friends, and home equity loans.
- » **Equity Barter** – trading equity in the company in exchange for services, product development, suppliers, goods, and management assistance prior to getting funded.
- » **Suppliers** – negotiating terms or signing promissory notes in lieu of cash payments.
- » **Leasing** – acquiring equipment through leasing versus using a bank loan.
- » **Licensing** – letting another company incur the cost of manufacturing, marketing and distribution in exchange for the payment of royalties.
- » **Strategic Partners** – convincing another company to pay the bills (maybe the company's first customer or a company that needs the product internally or for their own market).
- » **Special Funds** - chambers of commerce and some government and private agencies may operate programs that help businesses raise capital for expansion or relocation, especially if the project will benefit the immediate community or boost economic development.
- » **Traditional Lenders** – commercial banks, including SBA lenders, are not in the venture capital business and usually stay away from making loans to startups, unless there are substantial business and personal assets (real estate, equipment, marketable securities and home equity) that they can take as collateral (in addition to demanding good credit and other safeguards). There are other types of lenders that will work with a new company and take more risk than banks, while charging higher interest rates (taking accounts receivables, customer contracts and purchase orders as collateral).

Angel Investors

Angel investors are usually high net worth individuals that are investing up to \$250,000 into companies with products and ideas that may resonate at a personal level. The Angel Investment Tax Credit, signed into law by Governor Janet Napolitano, makes \$20 million available in tax credits to "qualified investors" investing in "qualified small businesses". As recommended by the Governor's Council on Innovation and Technology, this Arizona tax credit will assist early-stage small businesses attracting the much needed capital to expand operations and bring new ideas, products and services to market. "Qualified investors" by investing in "qualified companies" can receive a 30% or 35% Arizona income tax credit depending on the company or location of the company. For more information, visit the Arizona Department of Commerce website at www.azcommerce.com or call 602-771-1100.

FUNDING SOURCES

Venture Capital

Venture capital firms provide equity financing to small businesses. This equity position usually ranges from 10 percent to 40 percent. The typical venture capital company considers a great number of proposals each year, although very few actually receive financing.

Most venture capitalists indicate they are interested in proposals requiring an investment in the area of \$250,000 to \$1.5 million.

Venture capital financing is not commonly available for startup businesses. Inquiries may be made directly to the venture capital firms.

For a national list of licensed Small Business Investment Companies (SBIC), visit the Small Business Administration (SBA) website at www.sba.gov/inv/opersbic.html.

Funding Sources for Technology Companies

The Arizona Innovation Accelerator provides several programs helping companies bring their technology to market. It is important to consider that investors will only have an interest in a technology or products that clearly meet a market need in a substantial market; hence, technology assessments and market assessments will be important tools to determine the success and viability of new products.

Technology Assessments offer technology entrepreneurs access to an independent, expert review of their technology under development. Emphasis is placed on determining if the technology already exists, is a good candidate for intellectual property protection and likely to find an attractive market. This assessment is designed to help companies allocate their resources to commercializing a technology which is likely to succeed.

Market Assessments include the analysis of competitive advantages of the technology in the targeted market areas, potential partners and/or licensees. This assessment provides the data necessary to prioritize technologies for follow-on efforts and to provide necessary background data for assembling and tasking the marketing team or licensing agent.

The AZFAST Grants are specifically designed for entrepreneurs to develop and commercialize technology by accessing Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) federal funding. An AZFAST Grant covers expenses related to customized, one-on-one technology commercialization services and/or conference related fees for up to \$5,000.

The **Arizona Angel Tax Credit Program** provides tax credits to investors who make capital investment in small businesses certified by the Arizona Department of Commerce. “Qualified investors” by investing in “qualified companies” can receive a 30% or 35% Arizona income tax credit depending on the company or location of the company.

Another source of funding available for technology companies are Small Business Innovation Research (SBIR) and Small Business Technology Transfer Grants (STTR).

These grants are made available by federal agencies to further research and innovation.

More information can be found in the Technology Business Development section of this guide. Or, visit www.azcommerce.com/BusAsst/Technology or call 602-771-1100.

Arizona Financial Incentives At A Glance

Arizona is rightfully proud of the high quality of life it offers residents; yet, in a globally competitive environment, businesses need more.

Find out today how much “more” there is to Arizona and what makes Arizona a great place to do business:

- » A secure operating environment
- » A quality workforce today and an outstanding university and community college system to insure that business workforce needs are met tomorrow
- » Strong infrastructure assets
- » Attractive operating costs
- » Stable, pro-business climate

See pages 3-27 through 3-29 to review chart of “Financial Incentives at a Glance.”



Financial Incentives at a Glance

For additional information and changes to the programs, visit the AZ Department of Commerce website at www.azcommerce.com/BusAsst/Incentives or call 602-771-1100.

Program	Applicant (who should apply)	Incentives	Important Dates	Program Requirements	Additional Information
"Angel Investment" Small Business Capital Investment Tax Incentive Tax Credits A.R.S. § 41-1518	Small businesses in designated sectors and investors in AZ businesses	Tax credits based on the amount of the investment up to 30% over three years & up to 35% for rural or bioscience companies	Applications accepted year round on a first-come, first-served basis	Qualified small businesses must: » Operate in AZ » Have at least 2 full-time employees that are AZ residents » Have less than \$2 million in assets » Not be engaged in retail, RE, professional or health care services and/or human cloning or stem cell research	Total tax credits allowed over life of the program is \$20 million; 3 year carry-forward period for unused tax credits; Minimum investment is \$25,000 cash Tax credits may be earned on investments of up to \$250,000 per year; Maximum investment per business is \$2 million; Investments must be reported to Commerce within 30 days of investment
Arizona Job Training Grant	An employer*, a consortium of at least two employers**, a professional or trade association or a joint apprenticeship training committee or a Small Business Development Center***	Reimbursable grant for training net new employees or to supplement training programs for incumbent employees. A single employer can receive up to \$1,500,000 – 10% of the estimated annual fund amount. Award amounts range from \$2,000 to \$8,000 per position depending on company size and location.	Applications are accepted on a first-come, first serve basis, and grants are awarded based on the availability of funds.	A company must: » Pay into the Arizona Job Training Fund, unless exempt, or: » Be a rural non-profit opting for unemployment tax reimbursement if the proposed training addresses an identified skilled worker shortage » Meet or exceed the average annual qualifying wage rate for trainees at the end of grant » Maintain or exceed current level of expenditures for training	* An employer with at least one business location in Arizona ** A consortium of at least two employers with same or similar training needs *** A Small Business Development Center on behalf of a consortium of employers
AZ FAST Program Grant	Small technology companies interested in applying for a federal SBIR and/or STTR grant	Up to \$5,000 in grant writing consulting services, including one-on-one assistance and SBIR/STTR specific seminars or workshops	Competitive grants are available in response to solicitations up to 4 times a year.	Businesses that apply must: » Operate in AZ » Employ less than 100 employees » Have less than \$4 million in revenue » Focus on target technologies	Target technology areas are: Advanced Manufacturing, Advanced Materials, Aerospace, Biotech, Electronics, Environmental Sciences, Information Technology, Life Sciences, Nanotechnology, Optics, Telecommunications, Sustainable Systems
Commerce and Economic Development Commission (CEDC) Loans, Grants	Communities, counties, tribes, public and private universities economic development groups, and companies in operation for 2 yrs with good credit	Loans, grants, interest rate subsidies, loan guarantees; funding is limited to 50% of the increase in state and local tax revenues resulting from the project	Applications are accepted year-round	Projects requesting funding must: » Create or retain jobs that pay at or above the average county wage » Have a cash match from the local community equal to or greater than the funding requested from the CEDC	Focused on assisting projects in the Aerospace/Defense/Avionics, Bioscience, Environmental Sciences, Forestry, Industrial Machinery, Agricultural Technology, High Tech Instruments and other export-oriented industry sectors
Economic Strength Project (ESP) Grant A.R.S. § 41-1513	Political jurisdictions: city, town, county or tribe	Up to \$500,000 each round (2 rounds per year) Average award: \$370,000	Applications sent out January and July; Due to Commerce in March and September; Awards announced in December and June	Grants must be for highway or road improvements » Project must retain or create jobs » Project must result in capital investment at the site » 10% match required » Beautification is ineligible	It's a competitive program Rural projects, projects located in an EZ and manufacturing projects typically score well Applications limited to \$500,000 No partial funding of projects Final funding decisions made by CEDC and State Transportation Board
Enterprise Zone (EZ) Property Reclassification A.R.S. § 41-1525.01	For-profit manufacturing & commercial printing businesses located in an Enterprise Zone	5-year reclassification of real and personal property for reduced primary property taxes; Results in substantial property tax reductions	Applications for renewal and initial certification due on or before October 1 each year Certified businesses must notify assessor by December 10	Eligible manufacturing & commercial printing businesses must: » Invest \$500,000 – \$2 million in fixed assets (investment threshold depends on location of the business) and » Be woman-owned, minority-owned or small, and » Be independently owned and operated	"Small" means fewer than 100 full-time employees at zone location or less than \$4 million total gross annual receipts for all locations "Independently owned and operated" means not more than 50% owned by another entity unless ultimate ownership is family owned or closely held Investment can be aggregated from 1/1/01 as long as the zone was in place at that time

Financing your business
Financial options and funding sources

Financial Incentives at a Glance CONTINUED

FUNDING SOURCES

Program	Applicant (who should apply)	Incentives	Important Dates	Program Requirements	Additional Information
Enterprise Zone (EZ) Tax Credit A.R.S. § 41-1525	For-profit non-retail businesses and insurers located in an Enterprise Zone	Up to \$3,000 in tax credits over three years for each net new quality job created as follows: » 1st year—up to \$500 » 2nd year—up to \$1,000 » 3rd year—up to \$1,500 Five year carry-forward period for unused tax credits	Tax credits must be reported by the earlier of: 6 months after the company's tax year end, or Before filing tax returns with the Arizona Department of Revenue	Jobs requirements: » Work must be conducted primarily (more than 50%) at the zone location » Jobs must be new, full-time and permanent » Jobs must pay above the "Wage Offer by County" and Employer must offer to pay at least 50% of employee health insurance costs	» No more than 10% retail activity at the zone location » 35% of credit-earning employees must live in a zone in the same county as the business on date of hire » Eligible employees must be employed at least 90 days in the first tax year » Maximum first year jobs in any tax year is 200 » EZ, HF and MRZ credits may not be claimed for the same employees
Healthy Forest Tax Incentives (HF) Tax Credit, Property Reclassification, Transaction Privilege and Use Tax Exemptions and Use Fuel Tax Reduction A.R.S. § 41-1516	Businesses primarily engaged in harvesting, transporting or processing forest products	» Use fuel tax reductions » Transaction privilege tax exemptions on purchase, lease or rental of equipment and on construction contracts » Use tax exemption on out-of-state purchases » New job income tax credits » Reclassification of real & personal property on primary and secondary property taxes for substantial savings	Applications accepted year round Annual reports must be submitted to Commerce by March 1 Apply for re-certification 30 days prior to expiration of certification	Applicants must: » Employ at least 3 full-time people » Have a valid eligibility letter from the state or federal foresters » Enhance forest health, sustain watershed and improve safety » For tax credits, jobs must: --Be full-time – 1,550 hours --Pay above the "Wage Offer by County" and --Offer to pay a portion of employee health insurance based on year of operations: • 25% in year 3; • 40% in year 4; • 50% in year 5	» HF, EZ and MRZ credits may not be claimed for the same employees » Eligible employees must be employed at least 90 days in the first tax year » Unused tax credits may be carried forward for up to 5 years » TPT exemption is available only on leases and rentals with a 5-year term or longer » State or federal authorities determine eligibility of projects » If a harvester or processor, 70% of forest product must be qualified products; and 75% must be harvested in AZ measured by weight » If a transporter, 100% of forest product transported must be from AZ; and 75% of the miles must be to or from qualified projects measured by weight
Market Assessment Grant	Small technology companies interested in having market potential conducted for one of their technology under development.	Applicants may select from a list of services available. Once awarded, the company must provide a minimum match.	Competitive grants are available in response to solicitations up to 4 times a year.	Businesses that apply must: » Operate in AZ » Employ less than 100 employees » Have less than \$4 million in revenue » Focus on target technologies	Target technology areas are: Advanced Manufacturing, Advanced Materials, Aerospace, Biotech, Electronics, Environmental Sciences, Information Technology, Life Sciences, Nanotechnology, Optics, Telecommunications, Sustainable Systems
Military Reuse Zone Program Tax Credits, Property Reclassification and Transaction Privilege Tax Waiver	Aviation and aerospace businesses, insurers and airport authorities located in a Military Reuse Zone	Up to \$7,500 of income tax credits over five years for non-dislocated employees and up to \$10,000 for dislocated employees; five year reclassification of real and personal property on primary and secondary property taxes; exemption of transaction privilege tax on approved contracts	Annual reports must be submitted to Commerce within 30 days of filing an Arizona tax return. County Assessor must be contacted by December 1 each year to initiate reclassification. Completion reports must be submitted no later than 30 days after completion of work under the contract.	Applicants must: » Provide aviation or aerospace services or manufacture, assemble or fabricate aviation or aerospace products » If a prime contractor, have a Letter of Qualification issued by the Department of Revenue prior to beginning work under the contract » If an insurer, have a valid Certificate of Authority issued by the Arizona Department of Insurance. » For new job tax credits, show net increases in employment of either dislocated or non-dislocated employees	» The former Williams Air Force Base and the former Goodyear Naval Facility are the two designated MRZs in Arizona » Unused tax credits may be carried forward for up to 5 years » MRZ, HF & EZ tax credits may not be claimed for the same employee » Jobs relocated from elsewhere in AZ do not qualify for credits » Property cannot be reclassified under this program for more than 5 years » Additional property purchased after initial reclassification shall be given a separate 5-year term for benefits

Financial Incentives at a Glance

CONTINUED

Program	Applicant (who should apply)	Incentives	Important Dates	Program Requirements	Additional Information
Motion Picture Production Tax Incentives (MoPic) Tax Credit and Transaction Privilege and Use Tax Exemptions A.R.S. §§ 41-1517 & 41-1517.01	Businesses primarily engaged in producing motion pictures in AZ or owner/operators of motion picture infrastructure projects	<ul style="list-style-type: none"> » Transaction privilege tax exemptions on qualified expenditures » Use tax exemptions on machinery, equipment and other tangible personal property » Income tax credits based on AZ production expenditures and infrastructure costs of either 15%, 20% or 30% of expense 	<p>Applications accepted year round</p> <p>Pre-approval is valid for 24 months;</p> <p>A completion report must be submitted for each application</p>	<p>To earn credits on productions companies must:</p> <ul style="list-style-type: none"> » Invest \$250,000 in AZ in either 12 months (commercials & music videos) or 24 months (all other productions) » Have the lawful right to produce the production » Employ required % of AZ personnel » Have AZ office & bank account » Acknowledge AZ in credits <p>To earn credits on sound stages, companies must invest at least \$5 million in AZ in 36 months</p> <p>To earn credits on support/augmentation facilities, companies must invest at least \$1 million in 36 months</p>	<p>Tax credits pre-approved must not exceed:</p> <ul style="list-style-type: none"> » \$40 million in 2007 » \$50 million in 2008 » \$60 million in 2009 » \$70 million each year thereafter <p>Up to 5% of each year's cap is reserved for commercial advertisements and music videos</p> <p>Five year carry-forward period for unused tax credits</p> <p>Maximum tax credits of</p> <ul style="list-style-type: none"> » \$5 million per production » \$5 million per soundstage » \$7-9 million per support/augmentation facility <p>No credits for obscene or pornographic productions</p> <p>Tax credits can be sold or transferred</p>
Private Activity Bonds (PAB) Tax Exempt Bond Financing A.R.S. § 35-901 et seq.	Bond counsel or beneficiary of the bonds	<p>100% financing; up to 30-year terms</p> <p>Interest on bonds is tax exempt to holder for federal tax purposes</p>	<p>Lotteries are held the first business day of January and July</p> <p>Applications accepted year round for Director's Discretion allocations</p> <p>Notice of Intent for carry-forward: on or before December 15</p> <p>Re-pooling for carry forward: December 16</p>	<p>Eligible projects are:</p> <ul style="list-style-type: none"> » Manufacturing facilities » Utilities » Solid waste and other exempt facilities » Multifamily & Single family housing » Student loans 	<p>January & July lottery requests are dated & numbered by lot and allocations are issued in that order</p> <ul style="list-style-type: none"> » \$35 million maximum request except for the following: Directors Discretion, single family housing, student loans and carry forward » \$20 million capital expenditure limitation for manufactures in 3 years before and after the issue » For Director's Discretion allocation, rural projects and manufacturing have priority » Carry-forward requests are subject to allocation by the Director following re-pooling
Research & Development Tax Credit ARS §§ 43-1074.01	Companies conducting qualified research in Arizona; including research conducted at a state university and funded by the company.	ARS §§ 43-1074.01 provides a nonrefundable individual income tax credit for increased research activities in a taxable year.	<p>Arizona Form 308 must be submitted with Arizona Income Tax return.</p>	<p>The credit is structured as follows:</p> <ul style="list-style-type: none"> » If the allowable expenses do not exceed \$2,500,000, the allowable credit is 20% of this amount. » If the allowable expenses exceed \$2,500,000, the allowable credit amount is \$500,000 plus 11% of the amount of expenses over \$2,500,000, subject to certain limitations. 	<ul style="list-style-type: none"> » Qualified research, for purposes of the Arizona tax credit, means qualified research, as defined in IRC § 41, that is conducted in Arizona. » The amount of the credit is based on the federal regular credit computation method for Arizona qualified research expenses and Arizona basic research payments. » The amount of the credit is based on the federal regular credit computation method for Arizona qualified research expenses and Arizona basic research payments.
Commercial & Industrial Solar Tax Credit (Solar) Tax Credit A.R.S. § 41-1510.01	Taxpayers who manufacture, install or finance the solar energy devices	<p>Income tax credits:</p> <ul style="list-style-type: none"> » Up to \$25,000 per location in one tax year and » Up to \$50,000 per taxpayer per year 	<p>Applications for initial certification as well as completion reports are accepted year-round</p> <p>Certifications are made on a first-come, first-served basis</p>	<p>Businesses must apply to Commerce for initial certification and upon completion.</p> <ul style="list-style-type: none"> » Installation costs must be documented 	<ul style="list-style-type: none"> » Commerce may certify up to \$1 million in credits in any calendar year » Tax credits may equal up to 10% of the cost of solar devices, not to exceed program maximums » Five year carry-forward period for unused tax credits
Technology Assessment Grant	Small technology companies interested in having their technology reviewed and validated	Applicants may select from a list of services available. Once awarded, the company must provide a minimum match.	<p>Competitive grants are available in response to solicitations up to 4 times a year.</p>	<p>Businesses that apply must:</p> <ul style="list-style-type: none"> » Operate in AZ » Employ less than 100 employees » Have less than \$4 million in revenue » Focus on target technologies 	<p>Target technology areas are: Advanced Manufacturing, Advanced Materials, Aerospace, Biotech, Electronics, Environmental Sciences, Information Technology, Life Sciences, Nanotechnology, Optics, Telecommunications, Sustainable Systems</p>

Financing your Business
Financial options and funding sources

FILING AND REGISTERING YOUR BUSINESS

Business Structures and Registration

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- » Comparison Grid of Business Structures

Business Considerations 4-34

- » Home-based and Commercial Location

While every effort has been made to ensure the reliability of the information presented in this publication, the **Arizona Department of Commerce** cannot guarantee the accuracy of this information due to the fact that much of the information is created by external sources. Changes/updates brought to the attention of the **Arizona Department of Commerce** and verified will be corrected in future editions.

Top Success Factors To Succeed In Business

- *Find the right business opportunity for you* – keep your eyes open and think like a customer to find a successful niche for your market.
 - *Customer service is key* – as a business owner I lead by example and I expect my employees to give their best all the time.
 - *It's not always easy to own your business* – I wanted my business to succeed, therefore I was determined and I worked hard to achieve my goals.
- Raul Montano, Owner, BorderMart, Border Express



ARIZONA DEPARTMENT OF COMMERCE
www.azcommerce.com

Business Structures and Registration

When organizing a new business, one of the first and most important decisions to be made is choosing the structure of a business.

In Arizona, several business structures exist. The most common are:

- » Sole Proprietorship
- » General and Limited Partnership (LP)
- » Limited Liability Partnership (LLP)
- » Limited Liability Company (LLC)
- » Corporation
- » Sub S Corporation

Tip To Remember: Although this information defines the basic forms of business structure, it is good, sound business judgment to seek both business and legal advice from an accountant and attorney before starting a business.

Sole Proprietorship

The sole proprietorship is the simplest and most common form of business organization. A sole proprietorship is defined as a business that is owned by one individual. The creation of a business as a sole proprietorship requires no formal Arizona filing.

The owner is personally responsible for all debts of the firm. Profits and loss are reported on a separate schedule within your personal tax return.

Advantages:

- » Ease of formation
- » Minimum legal restrictions
- » Low startup costs

Disadvantages:

- » Unlimited liability
- » Less available capital than in other types of business organizations
- » Relative difficulty in obtaining long-term financing

Trade Name Registrations

Sole proprietors and partnerships may register a trade name with the Office of the Secretary of State. This office warns that “trade names, trademarks, and partnerships registered with the Secretary of State must not be ‘deceptively similar’ to existing registrations including corporations, limited liability companies, or to other designations previously registered with the state.” The general rule governing trade name acceptability is found in A.R.S. 44-1460.01(B).

Special Registration

- » Construction companies should check name availability with the Registrar of Contractors by calling 602-542-1525 or 888-271-9286.
- » Mortgage companies should check with the Department of Financial Institutions by calling 602-255-4421 or 800-544-0708.

The best way to begin is by visiting the Secretary of State website at www.azsos.gov, and under the Business Registration menu, click on “Trade Names and Trademarks.” Through this site you can search for existing names registered and guidelines.

Registration forms may be downloaded from this website. The form can be either mailed in or applied in person with the Secretary of State.

General Partnership

A general partnership is an association of two or more persons joined together to carry on trade or business for profit. Each partner (spouse) is personally responsible for all debts of the firm.

The partnership's existence is usually formalized through preparation of a partnership agreement. In general, partnership agreements outline each partner's share of income, gain, loss, deductions, credits and methods to dissolve the partnership under various situations. It is not required to file your agreement with the State.

Secretary of State By mail:

1700 W. Washington
Street, 7th Floor
Phoenix, Arizona
85007

In person:

Customer
Service Center
14 N. 18th Avenue
(southwest corner
18th Ave/Adams)
Phoenix, Arizona
85007
or
400 W. Congress
North Building
Tucson, AZ 85701

For additional information, call:

Phoenix:
602-542-4285

Tucson:
520-628-6583

Toll free:
800-458-5842
(AZ only)

Website:

www.azsos.gov
and under Business
Services, click
on “Business
Registration &
Filings.”

Advantages:

- » Ease of formation
- » Direct rewards
- » Broader management base

Disadvantages:

- » Unlimited liability of general partners
- » Divided authority in decision-making
- » Difficulty in disposing of partnership interest

Your earnings are reported at the end of the year with your personal income tax return.

Limited Partnership (LP)

The Limited Partnership (LP) is similar to the general partnership with some major differences:

- » At least one person must be identified as a general partner and be responsible for the operation and liability of the organization.
- » Limited partners are not active managers of the business and are not liable for the organization's debts.

To ensure that all legal requirements are satisfied, it's a good idea to consult an attorney to organize this type of partnership.

If the business is a limited partnership, you are required to register with the Arizona Secretary of State. The checklist form for Limited Partnership filings can be found on the Secretary of State website.

Limited partnerships transacting business in Arizona may register their trade name with the Arizona Secretary of State.

Limited Liability Partnership (LLP)

The Limited Liability Partnership (LLP) is the newest form of business entity in Arizona. To ensure that all legal requirements are satisfied, it's a good idea to consult an attorney to organize this type of partnership.

If the business is a limited liability partnership, you are required to register with the Arizona Secretary of State. The form can be downloaded from the Secretary of State website.

Limited liability partnerships transacting business in Arizona may register their trade name with the Arizona Secretary of State.

Foreign Limited Partnership (LP) and Foreign Limited Liability Partnership (LLP)

If the business is a foreign limited partnership (LP) or foreign limited liability partnership (LLP) (an entity organized under the laws of another state or country), it also must register with the Arizona Secretary of State. The form can be downloaded from the Secretary of State website.

Limited Liability Company (LLC)

A Limited Liability Company (LLC) offers businesses the protection of a corporation and the single taxation feature of a partnership.

Advantages:

- » Limited disclosure of owners
- » Limited documentation
- » No public disclosure of finances
- » Lower filing fees
- » Can build in buy or sell and owner compensation provision
- » Ease in transfer of ownership
- » Can use special allocations between owners
- » Can use different classes of owners
- » Can assign management to a non-member

Disadvantages:

- » Out-of-state business complicates status if the other state does not recognize LLC
- » Large number of owners complicates status
- » Death, bankruptcy or withdrawal of owner could cause problems

Corporation

A corporation, sometimes referred to as a "C Corporation," is the most complex type of business organization. It is formed by law as a separate entity, completely distinct from those who own it, and has its own rights and responsibilities.

The primary advantage of incorporating lies in the area of liability. A corporation has its own legal identity, completely separate from its owners. The corporation safeguards the business owner's personal assets, and its protection alone justifies the additional expense and paperwork.

Arizona Corporation Commission

Send documents to:
1300 W. Washington Street
Phoenix, AZ 85007
or
400 W. Congress, Suite 221
Tucson, AZ 85701

For additional information, call:
Phoenix Office, Call Center:

602-542-3026

Tucson Office, Corporate filings:
520-628-6560

Toll free (AZ Only):
800-345-5819

Website:
www.azcc.gov

Visit the Arizona Corporation Commission's Corporations Division website www.azcc.gov, and under Forms-Filings, click on "Corporations and LLCs" and "Filings" to download the proper filing forms.

Advantages:

- » Separate legal entity
- » Limited liability for stockholders
- » Unlimited life of the business
- » Relative ease in raising capital
- » Transfer of ownership through stock sale

Disadvantages:

- » Complex and expensive to organize
- » Activities limited by the corporate charter
- » Extensive regulation and record-keeping requirements
- » Double taxation – once on corporation profits and again on dividends

In forming a corporation, potential shareholders offer money and/or property in exchange for capital stock. The stockholders are the owners of the corporation, and the managers of the firm may or may not be stockholders.

Businesses that incorporate in this state must publish Articles of Incorporation within 60 days after the Arizona Corporation Commission approval of the Articles. The Articles must be published in three consecutive issues of a newspaper in general circulation in the Arizona county of the corporation's known place of business. Within 90 days after Commission approval of the Articles, an affidavit of this publication must also be filed with the Arizona Corporation Commission..

To review the full breadth of legal requirements for all Arizona corporations, please review Title 10 of the Arizona Revised Statutes which can be found at your local library or at www.azleg.gov.

Apply for an Employee Identification Number (EIN) at www.irs.gov/businesses or call 800-829-4933.

S Corporation

Subchapter S Corporations, sometimes referred to as an “S Corporation,” allows you the protection of a corporation with some of the financial flexibility of a partnership and elects not to be subject to federal corporate income tax.

The shareholders, however, include their shares of the corporation's items of income, deduction, loss and credit, or their shares of non-separately computed income or loss, as part of their personal income.

To qualify as an S Corporation, a corporation must meet the following:

- » It must be based in the United States
- » It must have only one class of stock
- » It must have no more than 75 shareholders
- » It cannot have any nonresident alien as a shareholder

A corporation that meets all of the above criteria can become an S Corporation if:

- » All shareholders consent to the corporation's election of S Corporation
- » The corporation has a permitted tax year
- » Filed with the Arizona Corporation Commission (see Corporation in this section)

To elect to be an S Corporation, a corporation must file Form 2553 with IRS. The election permits the income of the S Corporation to be taxed to the shareholders of the corporation rather than to the corporation itself, except as noted in the IRS general information booklet regarding Sub S Corporations entitled “Instructions for Form 2553, Election by a Small Business Corporation.” For instructions and Form 2553, visit the IRS website at

www.irs.gov/pub/irs-pdf/i2553.pdf and www.irs.gov/pub/irs-pdf/f2553.pdf.

Foreign Limited Liability Company (LLC), Foreign Profit Corporation or Foreign Non-Profit Corporation

If your business is organized under the laws of another state or country and you want to conduct business within Arizona, you will need to register as a foreign limited liability company (LLC), foreign profit corporation or foreign non-profit corporation with the Arizona Corporation Commission. Visit the Arizona Corporation Commission's Corporations Division website for filing instructions and to download the proper forms.

Domestic and foreign limited liability companies (LLC), corporations and non-profit corporations may register and search name availability on the Arizona Corporation Commission's website at www.azcc.gov/divisions/corporations/filings/namingpolicy.asp.

If the name you enter is available, you will be given an opportunity to reserve the name for a period of 120 days at a cost of \$10.00 or it can be expedited for \$45.00 (\$10 filing fee plus \$35 expedite fee).

Non-Tax Exempt Non-Profit and Tax-Exempt Non-Profit Corporation

There are more than a dozen different types of corporations approved by the Internal Revenue Service as “Non-Profits.”

These organizations usually are developed and operated exclusively for one or more of the following purposes: charitable, religious, educational, scientific, literary, testing for public safety, fostering amateur sports competition (under certain restrictions) or the prevention of cruelty to children or animals.

The organization may be a corporation, community chest fund or foundation. A sole proprietorship or partnership will not qualify.

The Center for Nonprofit Leadership Management at Arizona State University offers professional development programs and certification for non-profit staff, management and volunteers. For more information and a schedule of classes, visit their website at www.asu.edu/copp/nonprofit.

The Arizona Department of Revenue publishes many informational brochures including the Non-Profit Organizations. To view, check their website at www.aztaxes.gov and click on “View/Print Brochures.”

The IRS publication 557 “Tax Exempt Status for Your Organization” is available on their website at www.irs.gov. This publication discusses the rules and procedures for organizations seeking to obtain recognition of exemption from federal income tax.

For a free IRS Booklet on Tax Information for Charities and Other Non-Profits, visit their website at www.irs.gov/charities/index.html.

See page 4-35 to review Comparison Grid of Business Structures.

County Recorder Business Name Filing

A certificate can be completed stating the name of the owner of the business and place of residence, signed and acknowledged by the owner.

U.S. Patent and Trademark Office

To file for a federal trademark, visit the U.S. Patent and Trademark Office website at www.uspto.gov.

U.S. Copyright Office

The U.S. Copyright Office registers copyright materials. For more information, visit their website at www.copyright.gov.

Business Considerations

Home-based Location

A home-based business must comply with the same license and permit requirements as a business located at a commercial site. This includes applicable sales tax licenses, business or occupational licenses, trade or professional certifications or licenses. In addition, home-based businesses must comply with residential zoning and homeowners’ association rules.

Other considerations:

- » Check with city/county zoning regarding rules prohibiting a business with employees or street traffic.
- » Check with your accountant regarding state and federal income tax deductions for home office space.
- » Check with your insurance agent about additional insurance needs.

Environmental Compliances

The Arizona Department of Environmental Quality’s Compliance Assistance Unit is dedicated to providing Arizona small businesses with information and guidance on environmental compliance and pollution prevention. For more information, visit the ADEQ website at www.azdeq.gov/environ/air or call 602-771-2300; 800-234-5677.

Commercial Location

One of the first decisions you must make is whether to purchase property and construct a new building, modify an existing building or lease a site.

There are many issues to consider in making this decision. You should obtain professional assistance in negotiating a commercial lease. Lease negotiations may directly affect the success or failure of your business. In addition, you should obtain the professional assistance of your own broker, attorney, accountant, insurance agent, banker and architect.

County Environmental Services

Maricopa County:
602-506-5102
www.maricopa.gov/aq/divisions/business_resource/Default.aspx

Pima County:
520-740-3340
www.deq.co.pima.az.us/air

Pinal County:
520-866-6929
<http://co.pinal.az.us/airqual>

Comparison Grid of Business Structures

Business owners have to pick the business structure that best meets their needs. No one choice suits every business! We recommend in addition to the information on this page to consult with an accountant or attorney to help you select the form of ownership that is right for you.

	Sole Proprietorship	Partnerships	Limited Liability Company (LLC)	"C" Corporation	"S" Corporation
Arizona filing requirements	<ul style="list-style-type: none"> None Recommended trade name registration 	<u>General Partnership</u> <ul style="list-style-type: none"> None Recommended trade name registration <u>Limited Partnership (LP)</u> <ul style="list-style-type: none"> Certificate of LP Trade name registration <u>Limited Liability Partnership (LLP)</u> <ul style="list-style-type: none"> Certificate of LLP Trade name registration 	<ul style="list-style-type: none"> Articles of organization 	<ul style="list-style-type: none"> Articles of incorporation 	<ul style="list-style-type: none"> Articles of incorporation
Number of owners allowed	<ul style="list-style-type: none"> Only one owner 	<ul style="list-style-type: none"> At least 2; no upper limits Partners (general or limited) 	<ul style="list-style-type: none"> At least 1; no upper limits Members are owners 	<ul style="list-style-type: none"> At least 1; no upper limits Shareholders are owners 	<ul style="list-style-type: none"> At least 1; upper limit is 75 Shareholders are owners
Subject to income tax at entity level	<ul style="list-style-type: none"> No, sole proprietor pay all taxes 	<ul style="list-style-type: none"> No, income/loss is passed through to all partners LP and LLP files taxes as a separate entity, must meet certain criteria to avoid being taxed as a corporation 	<ul style="list-style-type: none"> No, income/loss is passed through to members 	<ul style="list-style-type: none"> Yes, Shareholders also report income from distributions and bonuses Officers and directors report salary income 	<ul style="list-style-type: none"> No, income/loss is passed through to the shareholders
Advantages	<ul style="list-style-type: none"> Minimum legal restrictions Ease of formation Low start-up costs Sole ownership of profits Maximum freedom in decision-making 	<u>General Partnership</u> <ul style="list-style-type: none"> Ease of formation Direct rewards Broader management base <u>Limited Partnership (LP)</u> <ul style="list-style-type: none"> Operated like general partnerships At least one general partner has unlimited liability Limited partners protected unless participate in management <u>Limited Liability Partnership (LLP)</u> <ul style="list-style-type: none"> Operated like general partnerships Partners are not typically responsible for the debts of the LLP 	<ul style="list-style-type: none"> Limited disclosure of owners Ease in transfer of ownership Can use different classes of owners Lower filing fees Can assign management to a non-member 	<ul style="list-style-type: none"> Separate legal entity Limited liability for stockholders Unlimited life of business Relative ease in raising capital Transfer of ownership through sale of stock 	<ul style="list-style-type: none"> Liability limits for shareholders Unlimited life of business
Disadvantages	<ul style="list-style-type: none"> Unlimited liability Less available capital Relative difficulty in obtaining long-term financing 	<u>General Partnership</u> <ul style="list-style-type: none"> Unlimited liability of general partners Divided authority in decision making Difficulty in disposing of partnership interest <u>Limited Partnership (LP)</u> <ul style="list-style-type: none"> Limited partners may not participate in management <u>Limited Liability Partnership (LLP)</u> <ul style="list-style-type: none"> The lack of clear precedents could be a disadvantage Unclear in those states that do not have LLP statutes 	<ul style="list-style-type: none"> Large number of owners complicates status Death, bankruptcy or withdrawal of owner could cause problems Doing business in other states may require filing individual tax returns in each 	<ul style="list-style-type: none"> Complex and relatively expensive to organize Activities limited by Charter Extensive regulation and record-keeping requirements Double taxation – once on corporation profits and again on dividends 	<ul style="list-style-type: none"> Restrictions on number of shareholders Limitations on ownership

LICENSING AND TAXES FOR YOUR BUSINESS

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While every effort has been made to ensure the reliability of the information presented in this publication, the **Arizona Department of Commerce** cannot guarantee the accuracy of this information due to the fact that much of the information is created by external sources. Changes/updates brought to the attention of the **Arizona Department of Commerce** and verified will be corrected in future editions.

Top Success Factors To Succeed In Business

- Be innovative and dare to try new concepts.
- Be responsive, provide outstanding customer service and deliver on time.
- Continue to monitor the latest business trend.
- Be open-minded, listen, and accept change.
- Focus on your strengths and finding your niche market.
- My philosophy is persistence - I refuse to let the word “failure” get into my business world.

– Choo Tay, Founder/CEO, media88, inc.



ARIZONA DEPARTMENT OF COMMERCE
www.azcommerce.com

State Regulatory Agencies

The following is a list of state agencies that may require licensing, certification or permits for business activities conducted in Arizona. Agencies are listed in alphabetical order.

If you are not sure which agency is the correct one for your profession or business activity, you may wish to search by professions and activities at www.azdor.gov/609/licensingguide.htm#PROFESSION.

Most links will take you directly to their home page; information on business activity requirements may be posted under terms such as: Licensing, Permits, Certifications, Applications and/or Forms.

Acupuncture Board of Examiners

602-542-3095

www.azacuboard.az.gov

Accountancy, Board of

602-364-0804

www.azaccountancy.gov

Agriculture, Department of

602-542-4373

www.azda.gov

Appraisal, Board of

602-542-1539

www.appraisal.state.az.us

Barbers, Board of

602-542-4498

www.boardofbarbers.az.gov

Behavioral Health Examiners, Board of

602-542-1882

www.bbhe.state.az.us

Boxing Commission

602-364-1721

www.azracing.gov

(Click on "Boxing")

Chiropractic Examiners, Board of

602-864-5088

www.azchiroboard.com

Contractors, Registrar of

602-542-1525

Toll Free: 888-271-9286

www.azroc.gov

Corporation Commission

Phoenix: 602-542-3026

Statewide to Phoenix Office:

800-345-5819

Tucson: 520-628-6560

Statewide to Tucson Office:

800-535-0148

www.azcc.gov

Cosmetology, Board of

480-784-4539 ext. 4

www.azboc.gov

Dental Examiners, Board of

602-242-1492

www.azdentalboard.org

Economic Security, Department of

Child Care: 602-542-4248

Unemployment Tax: 602-771-6602

www.azdes.gov

Education, Department of

Phoenix: 602-542-4367

Tucson: 520-628-6326

Flagstaff: 928-679-8117

www.ade.az.gov/certification

Environmental Quality, Department of

602-771-2300

Statewide: 800-234-5677

www.azdeq.gov

Financial Institutions, Department of

602-255-4421

Toll Free: 800-544-0708

www.azdfi.gov

Fire, Building and Life Safety, Department of

Maricopa County: 602-364-1003

Pima County: 520-628-6920

www.dfbls.az.gov

Funeral Directors and Embalmers, Board of

602-542-3095

www.funeralbd.state.az.us

Game and Fish Department

602-942-3000

www.azgfd.gov

Health Services, Department of

Phoenix: 602-364-2536

Flagstaff: 928-774-2707

Tucson: 520-628-6965

www.azdhs.gov

Homeopathic Medical Examiners, Board of

602-542-3095

www.azhomeopathbd.az.gov

Industrial Commission of Arizona

Phoenix: 602-542-4515

Tucson: 520-628-5459

www.ica.state.az.us

Insurance, Department of

Phoenix Area: 602-364-4457

Statewide: 877-660-0964

www.id.state.az.us

STATE REGULATORY AGENCIES

State Regulatory Agencies *(listing continued)***Liquor License and Control,
Department of**

Phoenix: 602-542-5141

Tucson: 520-628-6595

www.azliquor.gov**Lottery, Arizona**

480-921-4400, ext. 4439

www.arizonalottery.com**Massage Therapy, Board of**

602-542-8604

www.massageboard.az.gov**Medical Board**

Phoenix: 480-551-2700

Statewide: 877-255-2212

www.azmd.gov**Medical Radiologic Technology
Board of Examiners**

602-255-4845

www.azrra.gov**Mine Inspector**

602-542-5971

www.asmi.az.gov**Naturopathic Physicians
Board of Medical Examiners**

602-542-8242

www.npbomex.az.gov**Nursing, Board of**

602-889-5150

www.azbn.gov**Nursing Care Institution
Administrators and Assisted
Living Facility Managers,
Board of Examiners of**

602-364-2273

www.nciabd.state.az.us**Oil and Gas Conservation
Commission, Arizona**

520-770-3500

www.azogcc.az.gov**Opticians, Board of Dispensing**

602-542-3095

www.do.az.gov**Optometry, Board of**

602-542-3095

www.optometry.az.gov**Osteopathic Examiners in Medicine
and Surgery, Board of**

480-657-7703

www.azdo.gov**Pharmacy, Board of**

Phoenix: 602-771-2727

Statewide: 866-915-7762

www.azpharmacy.gov**Physical Therapy, Board of**

602-274-0236

www.ptboard.state.az.us**Physician Assistants,
Regulatory Board of**

Phoenix: 480-551-2700

Statewide: 877-255-2212

www.azpa.gov**Podiatry Examiners, Board of**

602-542-3095

www.podiatry.state.az.us**Private Postsecondary Education,
Board of**

602-542-5709

<http://azppse.state.az.us>**Psychologist Examiners, Board of**

602-542-8162

www.psychboard.az.gov**Public Safety, Department of**

602-223-2361

www.azdps.gov**Racing, Department of**

602-364-1700

www.azracing.gov**Radiation Regulatory Agency**

602-255-4845

www.azrra.gov**Real Estate, Department of**

Phoenix Office: 602-771-7700

Tucson Office: 520-628-6940

www.azre.gov**Respiratory Care Examiners,
Board of**

602-542-5995

www.rb.state.az.us**Revenue, Department of**

Phoenix: 602-255-2060

Statewide: 800-843-7196

www.azdor.gov**Secretary of State**

Phoenix: 602-542-6187

Tucson: 520-628-6583

www.azsos.gov**State Parks**

602-542-4174

www.azstateparks.com**Structural Pest Control Commission**

602-255-3664

Statewide: 800-223-0618

www.sb.state.az.us**Supreme Court, Arizona**

602-452-3300

www.supreme.state.az.us**Technical Registration, Board of**

602-364-4930

www.azbtr.gov**Transportation, Department of**

602-712-7355

www.azdot.gov**Veterinary Medical Examining Board**

602-364-1738

www.vetbd.state.az.us**Water Resources, Department of**

602-771-8500

www.azwater.gov/dwr**Weights and Measures,
Department of**

Phoenix: 602-771-4920

Statewide: 800-277-6675

www.azdwm.gov

Taxes

One of the responsibilities of starting or operating a business is determining the type of taxes your business should pay.

For IRS publications and educational products, visit their website at www.irs.gov and use the following keyword/search terms: Publications, Starting a Business or Small Business Products Online Ordering to access the following products:

Publication 1066C,
A Virtual Small Business Tax Workshop DVD

Publication 3207,
2006 Small Business Resource Guide (SBRG) CD-ROM

Publication 1518,
2006 Tax Calendar for Small Businesses and Self-Employed

In addition, sign up to receive E-News for Small Business, free weekly update for small business owners and self-employed individuals.

Federal Income Tax

Every business must file an annual return with the Internal Revenue Service (IRS). Separate forms or schedules apply, depending on the type of business. The IRS has excellent, easy-to-read publications to help you understand the tax system.

Questions about federal tax rules should be directed to the Internal Revenue Services (IRS) at 800-829-1040.

Federal Employment Taxes

For more information, review the "Hiring Employees and Contract Labor" section of this resource guide.

Federal Excise Taxes

These taxes are collected from manufacturers and sellers of certain products. Several common taxes include: environmental taxes on crude, petroleum products and certain chemicals; taxes on telephone communications and air transportation; fuel taxes on gasoline, diesel and gasohol; and taxes on certain luxury items, alcohol, tobacco and guns. The IRS will provide a complete list on excise taxes and specific information and literature.

Visit the IRS Small Business One-Stop Resource website at:

www.irs.gov/businesses/small

Look for information by business topics using the alphabetical listing, or by business type.

There are also links to major business subjects, such as business expenses, as well as a gateway to all related information on that subject.

Arizona Transaction Privilege Tax License

(Sometimes referred to as: TPT, Sales, Wholesale or Resale License)

Selling Products

If you sell tangible products, you must be licensed with the Arizona Department of Revenue (DOR) and are responsible for the transaction privilege tax under the retail classification.

Services

Arizona does tax certain "service" businesses such as amusements, contracting activities, real property rentals, street and sidewalk vendors, some transportation activities, etc.

To review tax publications regarding activities subject to the transaction privilege tax, visit the Arizona Department of Revenue website at www.aztaxes.gov, and click on "View/Print brochures."

Taxpayers can also get a city-only license from DOR to report taxable activities that program cities may tax but the state does not, like residential rentals.



TAXES

Transaction Privilege Tax Workshop

For schedules and locations visit the DOR website at www.aztaxes.gov, and click on Seminars & Educational Opportunities.

Arizona Joint Tax Application

The Arizona Joint Tax Application is used to apply for:

- » Transaction Privilege Tax (TPT)
- » Withholding/Unemployment Tax
- » Use Tax
- » TPT for Cities

The application is called "Joint" because it is used by both the Arizona Department of Revenue and Arizona Department of Economic Security.

DOR also issues City Transaction Privilege Tax licenses for cities that have entered into a joint collection program with the state. The fees vary from city to city, and a listing of participating municipalities is provided on the application.

Apply online at www.aztaxes.gov or download the form from DOR's website at www.azdor.gov and mail in or take in person to one of DOR's locations. Fee is \$12.00 plus applicable city fee(s).

When to use the Arizona Joint Application form:

- » License New Business: A new business with no previous owners.
- » Change Ownership: If acquiring or succeeding to all or part of an existing business or changing the legal form of your business (example: from sole proprietorship to corporation, etc.)

Taxpayers who want to make changes to their TPT, Withholding or Use tax license must complete the license update form. It is called the Transaction Privilege/Use/Withholding Tax License Update form.

Note: You will be required to include your North American Industry Classification System (NAICS) codes on your TPT application. NAICS was developed jointly by the U.S., Canada, and Mexico to provide new comparability in statistics about business activity across North America. To look up your NAICS codes, visit the Arizona Department of Revenue website at www.aztaxes.gov/PDF/NAICS.pdf and click on "Look-up Business Tax Description Code."

The image shows the Arizona Joint Tax Application form and a screenshot of the Arizona Department of Revenue's website. The form is titled "ARIZONA JOINT TAX APPLICATION" and includes instructions for completion. A box on the form says "To complete this online, go to www.aztaxes.gov". The website screenshot shows the "Taxes.gov" logo and the text "To complete this online, go to www.aztaxes.gov".

Taxpayers can use the Arizona Department of Revenue's website at www.aztaxes.gov to get a license as well as file and pay withholding taxes, TPT tax, corporate extensions and corporate estimated tax payments.

There is one caveat; a contractor cannot get a license on this site because they need to satisfy the issue of a bond.

Arizona Department of Revenue

For TPT, use tax or withholding tax, call
Phoenix: 602-255-2060
Toll free: 800-843-7196
Website: www.azdor.gov

Locations:

1600 W. Monroe
Phoenix, AZ 85007-2650

3191 N. Washington
Chandler, AZ 85225

400 W. Congress
Tucson, AZ 85701

Mail to:

Arizona Department of Revenue
ATTN: Taxpayer Information & Assistance
P.O. Box 29086
Phoenix, AZ 85038-9086

Review the publication #622, Business Basics, A Guide to Taxes for Arizona Businesses at www.azdor.gov/brochure/622.pdf.

Tax Rate Tables

Visit Arizona Department of Revenue's website www.azdor.gov for state/county privilege tax rates, including the city privilege tax rates and city codes for program cities collected by the State.

In addition, you will find the list of non-program cities; these cities collect their own taxes. The transaction privilege tax for these cities must be reported directly to the applicable city.

Use Tax License

Who needs to pay Use Tax:

- » Any person that uses, stores or consumes any tangible, personal property upon which Arizona Transaction Privilege Tax has not been collected by a retailer must pay use tax.
- » An out-of-state retailer or utility business making sales of tangible personal property to Arizona purchaser must register with the Arizona Department of Revenue for the collection of the use tax.
- » An Arizona purchaser is liable for use tax on goods purchased from an out-of-state vendor that did not collect the use tax.
- » Arizona purchasers are liable for use tax if they purchase goods using a resale certificate, and the goods are subsequently used, stored or consumed in Arizona contrary to the purpose stated on the certificate.
- » The use tax also applies to purchases on which another state's sales tax or other excise tax was imposed if the rate of that tax is less than the Arizona use tax rate.

If you currently have a Transaction Privilege Tax License, you do not need a separate state license for use tax. You can report any use tax due using your Transaction Privilege or Use Tax License number. Businesses are required to remit use tax payments as transactions occur. In addition, check with your city/town directly regarding possible city use tax liability.

Wholesale Tobacco Dealer's License and Liquor Wholesalers, Microbreweries, Farm Wineries and Cider Products

Contact the Arizona Department of Revenue, Luxury Tax Section at 602-716-7808 to obtain the necessary tax forms to report and pay taxes.

Withholding and Unemployment Tax

For more information on Withholding and Unemployment Tax, review the "Hiring Employees and Contract Labor" section of this resource guide.

Corporate Income Tax

Every corporation doing business in Arizona is required to file a corporate income tax return.

Corporations may make an irrevocable election to file a consolidated return with Arizona for the same affiliated group that files a federal consolidated return.

If the corporation does not elect to file a consolidated return, it may file as part of a unitary group if operationally integrated with other corporations with a common ownership of 50 percent or more, or it may file as a separate corporation depending on the facts and circumstances.

Corporate income tax returns and final payments are due on the 15th day of April following the close of the calendar year. If the company's return is filed on the basis of its fiscal year, the return will be due on the 15th day of the fourth month following the close of the fiscal year.

Corporations that expect to owe \$1,000 in Arizona income taxes are required to make estimated income tax payments at the same time they make their federal estimated tax payments.

For more information, visit the Arizona Department of Revenue website at www.azdor.gov. Their telephone number is 602-255-3381 or toll free 800-352-4090.

Property Tax

In Arizona, both real and personal property are subject to taxation. Taxes are classified as either primary or secondary.

- » Primary taxes are used to meet most operating expenses of local jurisdictions.
- » Secondary taxes are used to meet special obligations, such as payments of bonds and special district levies, as well as voter-approved overrides.

Commercial and industrial properties are "locally assessed" and the full cash value of these properties is set by the County Assessor.

Total property tax liability is calculated by adding primary and secondary taxes for all jurisdictions in which the property is located.

Real and personal property tax payments are collected by the County Treasurer.

Most businesses will be liable for taxes on both personal and real property. A certified public accountant can be a great resource to the small businessperson.

Taxes affect your cash flow significantly and thus to control your business finances, tax planning is very important.

LICENSING OFFICES



Arizona Community Profiles

State Economic Profile

Arizona is one of the fastest-growing, most dynamic economies in the nation. Both Fortune 500 and start-up technology companies call Arizona home, reaping the advantages of a competitive business climate and tax structure; a skilled, knowledge-based workforce; and work-class innovation, cultural and scenic resources.

The Arizona Department of Commerce provides updated community profiles for each of Arizona's 90 incorporated cities and towns. Further, additional indicators will be available for each of Arizona's 15 counties, the state of Arizona and the United States.

These indicators will include:

- » Employment numbers
- » Macroeconomic indicators
- » Population
- » Education
- » Housing and real estate figures

To help you make community and county comparisons, visit the Arizona Department of Commerce's website at www.azcommerce.com/research.

State and County Economic Base Studies

These economic base studies cover the state of Arizona and its 15 counties. The purpose is to identify the State and county leading economic activities - export activities that are significantly larger in those regions than in the nation. When the economic forces that mold a regional economy are understood, better strategic decisions for the region's economic future can be made.

To review this study, visit the Arizona Department of Commerce website at www.azcommerce.com or call 602-771-1100.

Licensing Offices

In addition to the state's requirements, each county/city/town in which you do business may have license, permit and/or tax requirements.

If your business is (or will be) located in an unincorporated region of the county, contact the Planning and Zoning and/or Development Services Department of the county in which you will be doing business.

Counties are listed in alphabetical order.

Apache County

928-337-7527

www.co.apache.az.us

Mohave County

928-757-0903

www.co.mohave.az.us

Cochise County

520-432-9240

www.co.cochise.az.us

Navajo County

928-524-4120

www.navajocountyaz.gov

Coconino County

928-226-2700

www.coconino.az.gov

Pima County

520-740-6800

www.pima.gov

Gila County

928-474-9276

www.co.gila.az.us

Pinal County

520-866-6442

www.co.pinal.az.us

Graham County

928-428-0410

www.graham.az.gov

Santa Cruz County

520-375-7930

www.co.santa-cruz.az.us

Greenlee County

928-865-4762

www.co.greenlee.az.us

Yavapai County

928-771-3214

www.co.yavapai.az.us

La Paz County

928-669-6138

www.co.la-paz.az.us

Yuma County

928-329-2290

www.co.yuma.az.us

Maricopa County

602-506-3301

www.maricopa.gov

Contact the city/town in which your business is (or will be) located for their restrictions and/or requirements that affect your business. Most links will take you directly to their home page; information on business activity requirements may be posted under terms such as: Licensing, Permits, Certifications, Applications and/or Forms.

Cities/Towns are listed in alphabetical order.

Apache Junction, City of
480-982-8002
www.ajcity.net

Avondale, City of
623-333-2001
www.ci.avondale.az.us

Benson, City of
520-586-2245
www.cityofbenison.com

Bisbee, City of
520-432-6000
www.cityofbisbee.com

Buckeye, Town of
623-349-6200
www.buckeyeaz.gov

Bullhead, City of
928-763-9400, ext. 285
www.bullheadcity.com

Camp Verde, Town of
928-567-6631
www.cvaz.org

Carefree, Town of
480-488-1471
www.carefree.org

Casa Grande, City of
520-421-8600
www.casagrandeaz.gov

Cave Creek, Town of
480-488-1400
www.cavecreek.org

Chandler, City of
480-782-2280
www.chandleraz.org

Chino Valley, Town of
928-636-2646
www.ci.chino-valley.az.us

Clarkdale, Town of
928-649-3538
www.clarkdale.az.us

Clifton, Town of
928-865-4146

Colorado City, Town of
928-875-2646

Coolidge, City of
520-723-5361
www.coolidgeaz.com

Cottonwood, City of
928-634-5526
www.ci.cottonwood.az.us

Dewey-Humboldt, Town of
928-632-7362
www.dewey-humboldt.net

Douglas, City of
520-364-7501
www.douglasaz.gov

Duncan, Town of
928-359-2791
www.town.duncan.az.us

Eagar, Town of
928-333-4128
www.eagar.com

El Mirage, City of
623-876-2954
www.cityofelmirage.org

Eloy, City of
520-466-9201
www.ci.elay.az.us

Flagstaff, City of
928-779-7614
www.flagstaff.az.gov

Florence, Town of
520-868-7500
www.town.florence.az.us

Fountain Hills, Town of
480-837-2003
www.fh.az.gov

Fredonia, Town of
928-643-7241

Gila Bend, Town of
928-683-2255
www.gilabendaz.org

Gilbert, Town of
480-503-6871
www.ci.gilbert.az.us

Glendale, City of
623-930-3190
www.glendaleaz.com

Globe, City of
928-425-7146
www.globemiamichamber.com

Goodyear, City of
623-882-7874
www.ci.goodyear.az.us

Guadalupe, Town of
480-505-5367

Hayden, Town of
520-356-7801

Holbrook, City of
928-524-6225
www.ci.holbrook.az.us

Huachuca City, Town of
520-456-1354

Jerome, Town of
928-634-7943

Kearny, Town of
520-363-5547
www.townofkearny.com

Kingman, City of
928-753-5561
www.ci.kingman.az.us

Lake Havasu City, City of
928-453-4153
www.lhcaz.gov

Litchfield Park, City of
623-935-5033
www.litchfield-park.org

Mammoth, Town of
520-487-2331
www.townofmammoth.com

Marana, Town of
520-382-1999
www.marana.com

Maricopa, City of
520-568-9098, ext. 279
www.cityofmaricopa.net

If your business is located in one city and you do business in another, you may be subject to that city's/town's regulations. In addition, if your business activity is sales taxable, taxation collections may need to be paid directly to the city/town in which you are doing business.

LICENSING OFFICES

Cities/Towns *(listing continued)***Mesa, City of**

480-644-2316

www.cityofmesa.org**Miami, Town of**

928-473-4403

Nogales, City of

520-287-6571, ext. 5653

www.cityofnogales.net**Oro Valley, Town of**

520-229-4700

www.ci.oro-valley.az.us**Page, City of**

928-645-8861

www.cityofpage.org**Paradise Valley, Town of**

480-948-7411

www.ci.paradise-valley.az.us**Parker, Town of**

928-669-9265

www.ci.parker.az.us**Patagonia, Town of**

520-394-2229

www.patagoniaaz.com**Payson, Town of**

928-474-5242

www.ci.payson.az.us**Peoria, City of**

623-773-7160

www.peoriaaz.gov**Phoenix, City of**

602-262-7166

www.phoenix.gov**Pima, Town of**

928-485-2611

Pinetop-Lakeside, Town of

928-368-8883

www.ci.pinetop-lakeside.az.us**Prescott, City of**

928-777-1100

www.cityofprescott.net**Prescott Valley, Town of**

928-759-3135

www.pvaz.net**Quartzsite, Town of**

928-927-4333

www.ci.quartzsite.az.us**Queen Creek, Town of**

480-987-9887

www.queencreek.org**Safford, City of**

928-348-3100

www.safford.govoffice.com**Sahuarita, Town of**

520-822-8801

www.ci.sahuarita.az.us**St. Johns, City of**

928-337-4517

www.stjohnsaz.com**San Luis, City of**

928-341-8570

www.cityofsanluis.org**Scottsdale, City of**

480-312-2400

www.scottsdaleaz.gov**Sedona, City of**

928-282-3113

www.sedonaz.gov**Show Low, City of**

928-532-4043

www.ci.show-low.az.us**Sierra Vista, City of**

520-458-3315

www.ci.sierra-vista.az.us**Snowflake, Town of**

928-536-7103, ext. 254

www.ci.snowflake.az.us**Somerton, City of**

928-627-8866

www.cityofsomerton.com**South Tucson, City of**

520-792-2424

www.southtucson.org**Springerville, Town of**

928-333-2656

www.springerville.com**Star Valley, Town of**

928-472-7752

www.starvalley-az.gov**Superior, Town of**

520-689-5752

www.superior-arizona.com**Surprise, City of**

623-222-1833

www.surpriseaz.com**Taylor, Town of**

928-536-7366

www.tayloraz.org**Tempe, City of**

480-350-2955

www.tempe.gov**Thatcher, Town of**

928-428-2290

www.thatcheraz.com**Tolleson, City of**

623-936-7111

www.tollesonaz.org**Tombstone, City of**

520-457-2202

www.cityoftombstone.com**Tucson, City of**

520-791-4566

www.tucsonaz.gov**Wellton, Town of**

928-785-3348

www.town.wellton.az.us**Wickenburg, Town of**

928-684-5451

www.ci.wickenburg.az.us**Willcox, City of**

520-384-4271

www.cityofwillcox.org**Williams, City of**

928-635-4451

www.williamsarizona.gov**Winkelman, Town of**

520-356-7854

Winslow, City of

928-289-5533

www.ci.winslow.az.us**Youngtown, Town of**

623-933-8286

www.youngtownaz.org**Yuma, City of**

928-373-5074

www.ci.yuma.az.us

HIRING EMPLOYEES AND CONTRACT LABOR

Labor Guidelines and Workforce Programs

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Workforce Programs 6-50

- » Job Training Program
- » Apprenticeship Program
- » Arizona Workforce Connection One-Stop Centers

While every effort has been made to ensure the reliability of the information presented in this publication, the Arizona Department of Commerce cannot guarantee the accuracy of this information due to the fact that much of the information is created by external sources. Changes/updates brought to the attention of the Arizona Department of Commerce and verified will be corrected in future editions.



Top Success Factors To Succeed In Business

- Be persistent and only take “no” for an answer after you have asked for the business roughly 100 times.
- Focus on what you do best and only grow and expand within the parameters of what you do best.
- Never, ever take your customers for granted. They are the lifeblood of your business.
- Treat your employees with respect and allow them to share in your success. You will be rewarded with loyal employees who are willing to go the extra mile.
- The three most important things are cash flow, cash flow, and cash flow.

– Steve Macias, President, Pivot Manufacturing



ARIZONA DEPARTMENT OF COMMERCE

www.azcommerce.com



Contract Labor

When your business begins to grow, you may need to expand your staff. Your first questions will be do you hire full-time or part-time employees or do you hire subcontractors to perform specific projects on an as-needed basis?

Contract Labor

Contract labor requires less paperwork, but there are important distinctions between contract labor and employees:

A contractor usually:

- » Works by the project
- » Establishes work hours
- » Has own trade or business name

IRS Publication 15-A

Employer's Supplemental Tax Guide (*Supplement to Circular E, Employer's Tax Guide*) lists factors used to help determine the classification of independent contractors versus regular payroll employees. To review, visit the IRS website at www.irs.gov/pub/irs-pdf/p15a.pdf.

The Internal Revenue Services, the Arizona Department of Economic Security and workers' compensation insurance providers audit businesses and payroll records to determine proper classification of employees and independent contractors.

If there is any doubt about the status of your employees or independent contractors, contact the IRS, Arizona Department of Economic Security, your workers' compensation insurance provider, an attorney or an accountant for professional assistance.

IRS Form SS-8 "Determination of Employee Work Status," is available from IRS to request a clarification of status of your employees or independent contractors.

For contractor labor you must complete IRS Form 1099-MISC, Miscellaneous Income. Visit the IRS website at www.irs.gov for description of contract labor and instructions on filing the 1099-MISC form.

For listing of IRS scheduled training classes in your area, see the IRS website at www.irs.gov/smallbiz and click on Small Business Workshop in the left margin.

U.S. Department of Labor Wage and Hour Division

Phoenix District Office
230 N. First Avenue
Suite 402
Phoenix, AZ 85003-1725
602-514-7100

300 W. Congress Street,
Room 4-H
Tucson, AZ 85701
520-670-4899
Website: www.dol.gov/elaws

Industrial Commission of Arizona

800 W. Washington Street
Phoenix, AZ 85007
602-542-4515

2675 E. Broadway
Tucson, AZ 85716
520-628-5459
Website: www.ica.state.az.us

Reprints of Arizona's labor laws and additional information may be obtained on their website.

Fair Labor Standards Act (FLSA)

The Fair Labor Standards Act (FLSA) is a federal law administered by the Wage and Hour Division of the U.S. Department of Labor.

This law establishes minimum wage, overtime pay and child labor standards for employers. The Industrial Commission of Arizona has jurisdiction over all businesses in the state that are not covered by the FLSA.

The Industrial Commission of Arizona also shares jurisdiction with the Wage and Hour Division when both federal and state laws are the same.

Minimum Wage and Overtime

For information on the federal minimum wage and overtime laws, visit the Federal Wage and Hour Division website at www.wagehour.dol.gov.

For information on the state minimum wage and employing minors, visit the Industrial Commission of Arizona website at www.ica.state.az.us/minimumwage.

Employees

Full-time or Part-time Employees

If you decide to hire full-time or part-time employees, visit the IRS website at www.irs.gov/businesses/index.html for Tax Information for Businesses.

As an employer, you must withhold employment taxes from your employees pay checks. In addition, you need an Employer Identification Number (EIN). You may apply for an EIN online at www.irs.gov and click on "Businesses" or call 800-829-4933.

Federal Income Taxes, Social Security and Medicare Taxes

You generally must withhold federal income tax from your employee's wages. To figure how much to withhold from each wage payment, use the employee's W-4 form and the methods described in Publication 15, Employer's Tax Guide and Publication 15-A, Employer's Supplemental Tax Guide. All employees must sign a completed and dated IRS Form W-4, Employee's Withholding Allowance Certificate. To review publications and download the W-4 form, visit the IRS website at www.irs.gov.

Social security and Medicare taxes pay for benefits that workers and families receive under the Federal Insurance Contributions Act (FICA). Social security tax pays for benefits under the old-age, survivors, and disability insurance part of FICA. Medicare tax pays for benefits under the hospital insurance part of FICA. You withhold part of these taxes from your employee's wages and you pay a matching amount yourself. All employees must have a social security card.

As an employer, it is now your responsibility to report payroll information annually to the Social Security Administration and to your employees. Visit Social Security Administration (SSA) "Business Services Online" information for large and small business/tax filers on their website at www.ssa.gov/bso and click "questions; forms and publications;" see "Answers to your W-2 reporting questions."

Self-employment tax applies to self-employed workers and is their contribution to Social Security. It is generally paid by sole proprietors, self-employed farmers and members of a partnership. Explanatory publications are available from the IRS website www.irs.gov and click on Businesses.

Federal Unemployment (FUTA) Tax

The federal unemployment tax is part of the federal and state program under the Federal Unemployment Tax Act (FUTA) that pays unemployment compensation to workers who lose their jobs. You report and pay FUTA tax separately from social security and Medicare taxes and withheld income tax. You pay FUTA tax only from your own funds. Employees do not pay this tax or have it withheld from their pay. Report FUTA taxes on Form 940, Employer's Annual Federal Unemployment (FUTA) Tax Return. To find Form 940 and instructions, visit the IRS website at www.irs.gov and click on "Forms and Publications."

U.S. Citizenship and Immigration Services

All employers are required to verify the employment eligibility of new employees by completing the U.S. Citizenship and Immigration Services (USCIS) Form I-9, Employment Eligibility Verification. For instructions and form, visit USCIS website at <http://www.uscis.gov/files/form/i-9.pdf>. If you need more information from USCIS, call 800-375-5283.

LABOR GUIDELINES

Arizona New Hire Reporting Program

On October 1, 1998, the Arizona New Hire Reporting Program from the Arizona Department of Economic Security, Division of Child Support Enforcement was established. State and federal law requires all employers to report each new and rehired employee to the State Directory of New Hires within 20 days of their hire date. The Program's website www.az-newhire.com will provide you valuable information to assist in reporting your employees. To obtain additional information, call 888-282-2064.

Arizona Withholding/Unemployment License

Employers paying wages to employees for services performed in the state must register to remit withholding tax. The Arizona Joint Tax Application is used to register for your withholding/unemployment license. Register online at www.aztaxes.gov or download the form from the Arizona Department of Revenue's website at www.azdor.gov.

Unemployment Insurance

The unemployment insurance program provides a measure of economic security to the individual worker and to the community when unemployment occurs beyond workers' control.

You, as an employer, have a key role in the success of this program. Unemployment benefits are paid through your state unemployment taxes, while the Federal Unemployment Tax Act (FUTA) funds the administrative costs of the program.

Your tax rate is based, in part, on your experience with unemployment insurance – a variable over which you can exercise some control. You may save tax dollars by familiarizing yourself with the program and being aware of your rights and responsibilities.

For example, you can reduce your federal unemployment taxes by paying your state taxes on time. You can ensure that unemployment benefits are properly paid by providing information about former employees.

Arizona's Workers' Compensation Insurance

The Industrial Commission of Arizona administers the Workers' Compensation Law. The purpose of workers' compensation insurance is to provide medical benefits and compensation to covered employees injured by accidents arising out of and in the course of their employment.

The law requires public and private employers with regularly employed workers to carry workers' compensation insurance. "Regularly employed" includes all employment, whether continuous throughout the year or for only a portion of the year.

Employers are required to bear the entire cost of workers' compensation insurance. Companies may choose to insure their employees in any one of three ways:

1. By insuring with the State Compensation Fund.
2. By insuring with another authorized insurance carrier.
3. By qualifying as a self-insurer under the rules and regulations of the Industrial Commission.

Premium rates are based on the National Council on Compensation Insurance schedules compiled from the experience factors of all of Arizona's workers' compensation carriers. Working partners and sole proprietors also may elect coverage under the law.

The State Compensation Fund (SCF) is regulated by two other State agencies, the Department of Insurance and the Industrial Commission of Arizona. Information on the SCF can be found on their website at www.scfaz.com. Their telephone number is 602-631-2000 or toll free 800-327-9726.

U.S. Equal Employment Opportunity Commission

The federal laws prohibiting job discrimination can be found at EEOC website at www.eeoc.gov.

Division of Child Support Enforcement

www.azdes.gov/dcse

Federal Office of Child Support Enforcement

www.acf.dhhs.gov/index.html

602-252-4045

800-882-4151

Arizona Department of Economic Security Unemployment Insurance Information Division

4000 N. Central Ave., Ste 500

Phoenix 85012

602-771-6602

400 W. Congress St., Ste. 450

Tucson, AZ 85701

520-628-6820

Email: uit.status@azdes.gov

Website: www.azdes.gov

Find posters, pamphlets and additional information on Arizona's unemployment insurance program including: The Arizona Employer's Handbook, a publication of the Arizona Department of Economic Security, will help you understand the Employment Security Law of Arizona and the withholding provisions of the State Income Tax regulations. You can review it on the DES website at www.azdes.gov/esa/uitax/emp.asp.

In addition, you can review A Guide to Arizona Unemployment Insurance Benefits from their website at www.azdes.gov/esa/uibenefits/clmt.asp.

Self-Employment Tax

This tax applies to self-employed workers and is their contribution to Social Security. It is generally paid by sole proprietors, self-employed farmers and members of a partnership. Explanatory publications are available from the IRS website www.irs.gov and click on "Businesses."

Safety

Posting Requirements

Federal and Arizona laws require a number of mandatory notices be posted in conspicuous places frequented by employees and/or applicants.

You may obtain copies of the forms from the various agencies listed below:

FEDERAL

US Department of Labor

www.dol.gov/osbp/sbrefa/poster/matrix.htm
866-487-9243

Occupational Safety and Health Administration (OSHA)

www.osha.gov/Publications/osha3165.pdf
800-321-OSHA (6742)

ARIZONA

Equal Employment Opportunity Commission

www.eeoc.gov/posterform.html
800-669-3362

Arizona Division of Occupational Safety and Health (ADOSH)

www.ica.state.az.us/forms/posters/SafetyPoster.html
Phoenix: 602-542-5795
Tucson: 520-628-5478

Local Cities

Contact individual city/town for Local Smoking Ordinances

Safety Regulations

The Industrial Commission of Arizona, under the Occupational Safety and Health Act of 1970, is the state agency charged with regulating industrial plants for fire, health and safety requirements.

The safety standards enforced in Arizona are the same standards used by the U.S. Department of Labor. Arizona provides a consultation program from which businesses can obtain information to determine whether their facilities are in compliance with safety standards.

For information on the Occupational Safety and Health Act of 1970, visit OSHA's website at www.osha.gov.



The Arizona Department of Insurance provides information on consumer publications, compared premiums, complaint ratios, health insurance resources and more.

Website: www.id.state.az.us

Phoenix: 602-364-2499

Tucson: 520-628-6370

Statewide: 800-325-2548

Health Insurance

Along with selecting the right group health plan, selecting an insurance carrier is important, because the service delivered will directly impact each of your employees. To find an insurance company with a good network of health care providers, timely claims service, and relatively stable premiums, visit the website at www.azcommerce.com/smalbiz and click on "Step-by-Step Checklist to Start, Operate and Grow a Business in Arizona." Review the "Hiring Employees and Job Training Programs" section for a wide variety of resources to help you select the right group health plan and insurance carrier.

Workforce Programs

Arizona Department of Commerce

Job Training Program

The **Arizona Department of Commerce** Job Training Program is a job-specific reimbursable grant program that supports the design and delivery of customized training to meet specific needs of employers, create new jobs and help increase the skill and wage levels of employees in Arizona.

This program can provide grant money to businesses for training new employees or to supplement training programs for incumbent employees.

The program is streamlined, flexible and tailored to meet the specific needs of each employer.

Once awarded, an employer may take up to two years to complete the approved training program. As soon as the training is complete, the employer may apply for a new grant for additional job-specific training.

All applications are taken on a first-come, first-served basis, and grants are awarded based on the availability of funds at the time the application is approved.

Apprenticeship Program

Apprenticeship is a proven strategy that combines on-the-job training with related theoretical and practical classroom instruction to prepare exceptional workers for Arizona's industry. Registered apprenticeship is a training system that produces highly skilled workers that meet the demands of employers competing in a global economy.

Private and public sectors – individual employers, employer associations or joint labor/management sponsors, operate registered apprenticeship programs. Program sponsors pay most of the training costs while also paying progressively increasing wages to apprentices as they gain skills. Registered apprenticeship programs can be competency based or time based depending on program sponsor needs.

Arizona has more than 100 registered apprenticeship programs that are currently providing training to 5,000 apprentices.

For more information, visit the **Arizona Department of Commerce** website at www.azcommerce.com or call 602-771-1100.

Pre-Apprenticeship Training Program for Highway Construction Careers

The Civil Rights Office of the Arizona Department of Transportation provides a six-week program giving participants hands-on opportunities in the construction crafts. The program introduces participants to contractors and apprenticeship coordinators and has successfully placed 75% of its students. The classes also provide training for the OSHA card and Flagging leading to certification. For more information, visit http://www.azdot.gov/inside_adot/CRO/PA_flyer.asp or call 602-712-4074.

Arizona Workforce Connection

Arizona Workforce Connection is a statewide system of workforce development partners – providing free services to employers who seek access to skilled new hires or existing worker training resources.

Arizona employers profit from services tailored for unique business needs. Through a network of One-Stop Centers and online services, Arizona Workforce Connection provides:

- » Seamless access to workforce resources
- » Employee recruitment
- » Labor market information
- » Job training and hiring tax credits
- » Customized training and skills upgrading
- » Solutions to common employee barriers
- » Pre-layoff assistance

For more information, visit **Arizona Department of Commerce** website at www.azcommerce.com.

For the list of Arizona Workforce Connection One-Stop Centers, see page 6-51.



Arizona Workforce Connection One-Stop Centers

Apache County

Apache County
Workforce Partnership
Eagar
928-333-4454

Cochise County

Cochise County
Workforce Development
Douglas
520-364-8906
Sierra Vista
520-458-9309

Coconino County

Arizona Department of
Economic Security
Flagstaff
928-779-4557

Gila County

Gila County Health and
Community Services
Globe
928-425-7631

Graham County

WIA Title I Service Center
Safford
928-428-7386

Greenlee County

Greenlee One-Stop
Resource Center
Clifton
928-865-4151

LaPaz County

LaPaz Career Center
Parker
928-669-9812

Maricopa County

Maricopa County
Workforce Connection
Gilbert Career Center
480-497-0350
West Valley Career Center
602-372-4200

Arizona Department of Economic Security

Mesa
480-962-7678

Mohave County

Mohave County
Community and Economic
Development Department
Kingman
928-753-0723

Navajo County

Arizona Department of
Economic Security
Show Low
928-532-4313
Winslow
928-289-4644, ext. 101 & 103

Phoenix, City of

Phoenix
Workforce Connection
North
602-861-0208
Phoenix Workforce
Connection West
602-247-3304

Pima County

One-Stop Center
Tucson
520-798-0500
Kino Service Center
Tucson
520-243-6700

Pinal County

Arizona Department of
Economic Security
Casa Grande
520-836-1887
Coolidge
520-723-5351

Santa Cruz County

Santa Cruz County
One-Stop Center
Nogales
520-375-7670

Yavapai County

Yavapai
Workforce Connection
East County
Cottonwood
928-634-3337
West County
Prescott
928-778-1422

Yuma County

Career Resource Center
Yuma
928-329-0990

Tribal Nations One-Stop

Gila River
Indian Community
Sacaton
480-963-0902

Cocopah Indian Tribe

Somerton
928-627-8026
Colorado River
Indian Tribe
Parker
928-669-8555

Hopi Tribe

Kykotsmobi
928-734-3501

Hualapai Tribe

Peach Springs
928-769-2200

Fort Mohave Indian Tribe

Mohave Valley
928-346-1787

Pascua Yaqui Tribe

Tucson
520-879-5843

Quechan

Indian Tribe
Yuma
760-572-2314

Salt River Pima- Maricopa Indian

Scottsdale
480-850-4133

San Carlos Apache Tribe

San Carlos
928-475-2305

Tohono O'Odham Nation

Sells
520-383-4251

White Mountain Apache Tribe

Whiteriver
928-338-4818

Yavapai Apache Nation

Camp Verde
928-567-0594, ext 27

For more information, visit the Arizona Department of Economic Security website at www.azdes.gov/esa/pdf/onestopmay07.pdf and review the Directory of Arizona One-Stop Site.

BRINGING YOUR TECHNOLOGY TO MARKET

Technology Business Development

Bringing Your Technology to Market 7-53

Arizona University Resources 7-54

Accelerator and Incubator Programs 7-56

Intellectual Property and Product Development 7-57

Funding for Research Based Technology Companies 7-58

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Top Success Factors To Succeed In Business

- **Agility:** You must be able to change quickly to successfully compete in changing market conditions.
- **Creativity:** You have to often look at challenges through non-traditional prisms and don't be afraid to think outside the box.
- **Uniqueness:** It's easier to meet the needs of a niche than it is to compete against established market players.

— David Steele, Principal
The Strategic Issues Management Group, Inc.



ARIZONA DEPARTMENT OF COMMERCE

www.azcommerce.com



Bringing Your Technology to Market

Arizona Universities

There are three state universities in Arizona:

ASU

www.asu.edu

NAU

www.nau.edu

UA

www.arizona.edu

Arizona is home to many research centers. For a comprehensive list and for more information about Arizona's universities, visit www.aztechbizdev.com and click on Product Development.



Research is the fertile ground from which most technology ventures spring. Further down the road, your business concept also requires more in-depth research to determine its viability for success.

Arizona's universities can assist you in moving your technology closer to commercialization and provide you with expert advice and qualified assistance.

Technology Licensing

Technology licensing involves bringing scientific inventions from the universities to the private sector.

University of Arizona, Office of Technology Transfer

www.ott.arizona.edu

520-621-5000

The Office of Technology Transfer assists faculty with intellectual property development, facilitates relationships with commercial partners, and helps to create strategies to bring inventions and discoveries to market.

Arizona Technology Enterprises

www.azte.com

480-884-1996

Arizona Technology Enterprises (AzTE) works with university inventors and industry to transform scientific progress into products and services. Arizona Technology Enterprises transfers technologies invented at ASU and NAU to the private sector by mining university research, prosecuting patents, negotiating licenses, and marketing inventions. AzTE's technology portfolios and spinout ventures are available online.

Bring technology to market
technology business development

Arizona University Resources

Arizona State University

Visit the ASU online business portal at www.asu.edu/business/index.html. It will connect you and your specific business' needs with the respective areas and units within ASU.

ASU Technopolis is a high impact and focused initiative to provide educational programming to startup innovators and entrepreneurs. Its signature program, Launch Pad, offers rigorous one-on-one coaching to refine an entrepreneur's business concept and strategy. Additional course offerings, including the Launch Prep Entrepreneurship Course, the Mentoring Program and the Small Business Innovative Research (SBIR) workshops, provide entrepreneurs the necessary elements to successful growth. To contact call 480-884-1804 or visit www.asutechnopolis.org.

ASU is the home of a variety of entrepreneurial programs such as the **Edson Student Entrepreneur Initiative**, the **Entrepreneurial Programs Office** and the **Spirit of Enterprise Center**. If you would like to become engaged as a business mentor, supporter, speaker or industry expert, please send an email to business-info@asu.edu. For more information, visit the website at www.wpcarey.asu.edu.

Eight/KAET-TV is a trusted community resource that enriches the lives of all Arizonans through quality programs and education services that inform, inspire and entertain. In partnership with Arizona State University, KAET also serves as a trusted, independent catalyst for community involvement. **KAET's Small Business Partner** program can help your small business grow and advance by providing promotion on TV, networking opportunities with colleagues, and applicable information to stay connected. To learn more about how your company can join Eight/KAET-TV's Small Business Partners, call 480-965-8888.

Arizona State University Research Park, located 6 miles south of ASU's Tempe campus, is an unparalleled opportunity to join a vibrant corporate community with ties to a comprehensive research university. For more

information, visit <http://researchpark.asu.edu> or call the Management Office at 480-752-1000.

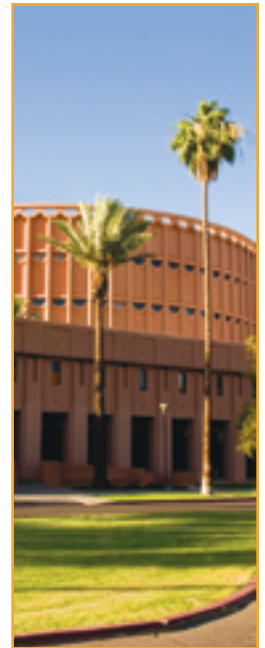
SkySong (ASU-Scottsdale Innovation Center) is expressly designed to attract innovators, since it will be an interactive, global enterprise portal, linking technology, innovation, education and business assets. For more information, visit www.skysongcenter.com.

University of Arizona

The **Office of the Vice President for Research, Graduate Studies and Economic Development (OVPR)** oversees a broad range of research and research-related activities. Its missions include enhancing, expanding, and encouraging the research mission of the University; melding more traditional academic activities with current research in related disciplines to enhance the all-around educational goals of the University, and assisting in the development of new resources and the application of new technologies to benefit the University and the state. For more information, visit the website at www.vpr.arizona.edu.

The **Office of Research and Contract Analysis (ORCA)** negotiates and executes contractual agreements under which the University's research services are made available to local and national companies. For more information, visit www.orca.arizona.edu or call 520-626-3050.

The **Eller College** and with its **McGuire Entrepreneurship Program** strives to link the business and academic communities, to conduct exchanges in entrepreneurship between faculty and students of the University of Arizona, the business community, other universities, and other countries, and to conduct business/academic seminars and exchange programs. For more information about the Eller College of Management, visit www.eller.arizona.edu. For more information about the McGuire Center for Entrepreneurship, visit www.entrepreneurship.eller.arizona.edu or call 520-621-2576.



Universities are able to offer a variety of resources and assistance to businesses of all sizes:

- » Expert advice
- » Advanced technologies
- » Workforce education
- » Research collaborations

More information about Arizona's universities can be found at www.AzTechBizDev.com under Product Development.

The Arizona Center for Innovation (AZCI) is a high-tech incubator promoting the development of high technology companies in Southern Arizona through a disciplined program of business development. The Center focuses on companies in six technology areas: aerospace, advanced composites and materials, information technology, environmental technology, life sciences and optics/photonics. For more information, visit www.azinnovation.com.

The **University of Arizona Science and Technology Park** is one of the nation's premier research and development facilities, offers a unique environment dedicated to the transfer of technology from the laboratory to the marketplace. Call 520-382-2480 or e-mail uastp@uatechpark.org and visit the website at www.uatechpark.org.

Sponsored Projects Services prepares and manages grant proposals submitted to federal agencies, such as the National Science Foundation and the National Institutes of Health. For more information, visit the website at www.sps.arizona.edu.

Tucson Commercialization Resource Directory is a database providing a single site for contact information and a description of services available to small and medium-sized high technology enterprises in Southern Arizona. For more information, visit the website at www.tcrd.arizona.edu.



Research Resources and Assistance

Resources

A variety of resources can be found at universities, community colleges, government and local agencies. They all contribute to company creation and growth, new product creation and new economic opportunities. Some of these services are free and they all offer an excellent place to network and leverage resources.

ASU Technopolis

480-884-1804

www.asutechnopolis.org

Arizona Center for Innovation (AzCI)

520-382-3260

www.azinnovation.com

Arizona Department of Commerce, Small Business Services

602-771-1196/800-542-5684

www.azcommerce.com/smallbiz

Arizona Department of Commerce, Office of Innovation and Technology

602-771-1215/602-771-1100

www.azcommerce.com/BusAsst/Technology

FastTrac Tech Program

800-689-1740

www.fasttrac.org

Kauffman Foundation

816-932-1000

www.kauffman.org

Northern Arizona Center for Emerging Technologies (NACET)

928-213-9234

<http://nacet.org>

Science Foundation Arizona

602-682-2800

www.sfaz.org

Small Business Development Centers (SBDC)

480-731-8720

www.maricopa.edu/sbdc

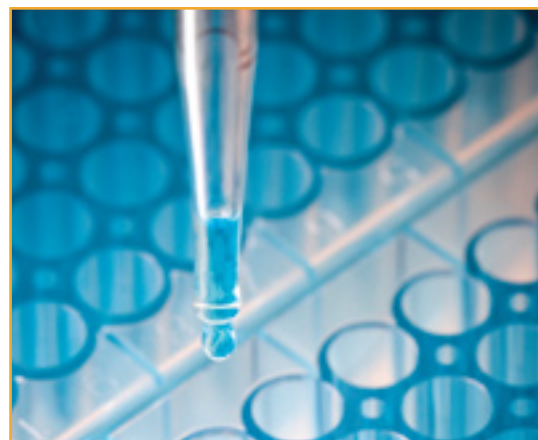
University of Arizona, Office of Technology Transfer

520-621-5000

www.ott.arizona.edu



Accelerator and Incubator Programs



Consider the benefits of business **accelerators and incubators** in developing your business concept, and supporting your new business.

These services include office and lab space, coaching, consulting and shared support services. For-profit entities often take an equity stake in participating companies. Non-profits are often affiliated with an industry association or public organization, and serve as economic development tools for these constituencies.

Arizona offers these accelerator and incubator services to empower your business:

The Arizona Innovation Accelerator managed by the Office of Innovation and Technology at the **Arizona Department of Commerce** serves as a catalyst to accelerate the growth of emerging technology businesses throughout the state.

Information about the following programs can be found at www.azcommerce.com and type “technology” in the search box; or call 602-771-1100.

- » Technology and Market Assessments are tools providing techpreneurs the information necessary to evaluate, develop and commercialize their technology under development.
- » AZFAST Grants help companies offset grant writing and coaching expenses as they relate to writing competitive proposals in responses to Small Business Innovation Research and Small Business Technology Transfer solicitations.
- » Access to the Arizona Angel Investment Tax Credit Program
- » A statewide index of technology commercialization related assistance programs and a statewide network of industry partners, university leadership and professional organizations that provide expertise to startup technology businesses.

- » Online Technology Business Development Resource Center at www.AzTechBizDev.com.
- » The Office of Innovation and Technology implements strategies as recommended by the Governor’s Council on Innovation and Technology (GCIT). Charged with developing strategies to improve Arizona’s knowledge-based economy, the Council strives to formulate specific recommendations to advance Technology Commercialization, Capital Formation and Technology Business Infrastructure. More information can be found at www.gcit.az.gov.

The University of Arizona’s Arizona Center for Innovation is a technology incubator focused on business ventures in aerospace, advanced composites and materials, information technology, environmental technology, life sciences and optics/photonics. Website: www.azinnovation.com Telephone number: 520-382-3260

ASU Technopolis is a business accelerator for technology entrepreneurs at Arizona State University. Currently, their programs include Launchpad, Technology & Life Science Entrepreneurship, and SBIR/STTR proposal writing workshops. Website: www.asutechnopolis.org Telephone number: 480-884-1804

Arizona Technology Investor Forum (ATIF) is an investment community of accredited private equity investors, venture capitalists, corporate and institutional investors. Forum members invest in high-quality, diverse investment opportunities. Website: <http://atif.asu.edu> Telephone number; 480-965-2825

The ASU Research Park, a 324-acre business and industrial park, is committed to facilitate technology transfer through university-industry research relationships, and serves to further its development as a nationally recognized Carnegie Foundation Research I Institute. Its mission is to enhance Arizona’s high value research based economic development and to build ASU’s capacity to educate and advance knowledge. For more information, visit the website at <http://researchpark.asu.edu> or call 480-752-1000.

The Arizona Angel Tax Credit Program benefits Arizona's emerging companies. This tax credit program provides \$20 million in income tax credits to investors. "Qualified investors" by investing in "qualified companies" can receive a 30% or 35% Arizona income tax credit depending on the company or location of the company. A "qualified investment" must be an equity investment in a minimum amount of \$25,000 per investment. Each investor is limited to a maximum of \$250,000 in investments on which tax credits are allowed in all qualified small businesses per year. For more information, visit the **Arizona Department of Commerce** website at www.azcommerce.com or call 602-771-1100.

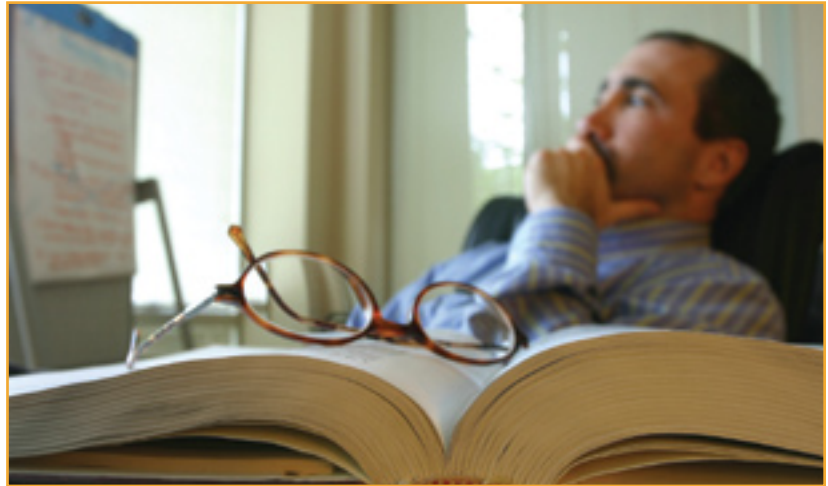
ASU's Advanced Technology and Innovation Collaboratory located at ASU Polytechnic, facilitates technology collaborations among ASU entities in applied research, and between ASU and technology enterprises to maximize innovation and development.

Website: <http://atic.asu.edu>
Telephone number: 480-727-1647

The Northern Arizona Center for Emerging Technologies (NACET) offers incubation services to startups in northern Arizona. Website: <http://nacet.org>
Telephone number: 928-213-9234

More information about Arizona's accelerators and incubators can be found at www.AzTechBizDev.com under Concept.

The University of Arizona Science and Technology Park, one of the nation's premier research and development facilities, offers a unique environment dedicated to the transfer of technology from the laboratory to the marketplace. For more information, visit the website at www.uatechpark.org or call 520-382-2480.



Intellectual Property and Product Development

Intellectual property is a broad term including patents, trademarks, copyrights, trade secrets, know-how, and other proprietary concepts. There are several ways to protect your ideas, such as using a non-disclosure agreement, patenting your idea, copyrighting your creative works, choosing and registering your trademarks, registering complementary domain names, getting your rights in writing, identifying confidential information, using non-compete agreements and educating your employees and vendors.

Patent, Trademark and Copyright

A **patent** is a grant of a property right for an invention that is novel, useful, and non-obvious by the government to the inventor through the Patent and Trademark Office. The basis for US patent laws is to secure to investors for limited times the exclusive rights to their discoveries.

A **trademark** includes any work, name, symbol, or device adopted and used by an individual or a corporation to distinguish its goods or services from the goods or services of others.

A **copyright** protects the "works" or expressions of an author or artist against copying, performance, display, or use as an underlying work. It protects the form of expression rather than the subject matter or idea of the writing.

To file for a federal trademark, visit the **U.S. Patent and Trademark Office** on their website at www.uspto.gov.

The **U.S. Copyright Office** registers copyright materials, visit their website at www.copyright.gov.

Resources

Go to www.AzTechBizDev.com and click on Product Development.

Funding for Research Based Technology Companies

Small Business Innovation Research (SBIR) and Small Business Technology Transfer Research (STTR) programs provide research funding for startup and early stage companies or ongoing research at established companies.

The goals of the SBIR and STTR programs are to:

- » Stimulate technological innovation
- » Use small business to meet Federal R&D needs
- » Foster and encourage participation by socially and economically disadvantaged small business concerns (SBCs), and by SBCs that are 51 percent owned and controlled by women, in technological innovation
- » Increase private sector commercialization of innovations derived from Federal R&D, thereby increasing competition, productivity and economic growth

The **Arizona Department of Commerce** provides assistance to companies planning to apply for SBIR/STTR grants - the AZ FAST Program gives up to \$5,000 to offset expenses as they relate to grant coaching and writing services.

More information can be found at the **Arizona Department of Commerce** website at www.azcommerce.com and type "Technology" in the search box or call 602-771-1100.

The Federal Laboratory Consortium for Technology Transfer (FLC) is a nationwide network of federal laboratories that can assist entrepreneurs in leveraging research and expertise into commercial technology opportunities. These resources are available for technology venture partnering, testing, or enhancing technology portfolios through licensing. More information can be found at www.federallabs.org.

Each year, there are more than \$2 billion available for SBIR and STTR grants.

Federal Grants Information

Federal Grants Gateway

www.grants.gov

SBIR/STTR Gateway

www.sbir.gov/about/index.htm

Small Business Innovation Research (SBIR)/Small Business Technology Transfer Research (STTR)

www.sba.gov/sbir/indexsbir-sttr.html#sttr

SBIR/STTR Granting Agencies

Visit www.sbir.gov/solicitations to get more information and to search for current and past solicitations by keyword search.

- » Department of Agriculture
- » Department of Commerce
- » Department of Defense
- » Office of Secretary of Defense
- » Air Force
- » Army
- » Chemical and Biological Defense
- » DARPA
- » Missile Defense Agency
- » Navy
- » Special Operations Command
- » Department of Education
- » Department of Energy
- » Department of Health & Human Services
- » Department of Transportation
- » Environmental Protection Agency
- » Homeland Security Advanced Research Projects Agency
- » National Aeronautics & Space Administration
- » National Science Foundation

MARKETING AND SELLING YOUR PRODUCTS OR SERVICES

Procurement Certification and More

How to Register, Market and Sell to the State of Arizona 8-60

Procurement Opportunities 8-61

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- » Arizona Department of Transportation
- » City of Phoenix
- » City of Tucson

Expanding to International Markets 8-63

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Top Success Factors To Succeed In Business

- Understand that if your company is to be successful in meeting its goals that your employees must have an opportunity to meet their personal goals, and your clients must be delivered goods and services which will help them meet their goals and succeed in their business.
- Constantly evaluate your client's needs, how they are changing, and how you can deliver customer solutions efficiently and economically.
- Get involved in your community, volunteer for non-profit groups; join local business groups and national trade associations. Encourage your management team to do the same and give them the flexibility to do so.
- Surround your self with talented people, give them the tools, training and guidelines they need, then get out of the way and let them do their job.

– Judy Wood, Owner, Contact One Call Center



ARIZONA DEPARTMENT OF COMMERCE

www.azcommerce.com

How to Register, Market and Sell to the State of Arizona

To become familiar with the State Procurement Process, visit the State Procurement Office website at www.azdoa.gov/spo to view the VIP (Value in Procurement) information section which offers information on agency-wide lists of Formal Invitation For Bids (IFB), Request For Proposals (RFP) and Informal Request For Quotations between \$10k and \$50k. In addition, you will find the State Procurement Partners (buyers) contact names, telephone numbers, e-mail and mailing addresses.

Market your businesses first by e-mailing or mailing to the buyers with whom you wish to do business and briefly describe your product and services. Let them know you can be a reliable supplier and deliver the goods!

Importance of Small, Woman- and Minority -Owned Business Enterprise

Small businesses are the foundation of Arizona's economy. Census data indicates that woman- and minority-owned businesses comprise approximately 40% of all small businesses in the State.

Active participation between the State and the small, woman- and minority-owned business community is sound public policy.

The **Governor's Executive Order 2004-29** states that all executive branch agencies are to request at least one quotation from small, woman- and minority-owned businesses for procurements of \$50,000 or less to ensure



the inclusion of such businesses and to foster market competition in the state procurement process. For review, visit the website at http://azgovernor.gov/dms/upload/2004_29.pdf.

If you are certified with the Arizona Department of Transportation, City of Phoenix or City of Tucson as a Small (SBE), Minority (MBE), Woman (WBE) or Disadvantaged (DBE) Business Enterprise, you will automatically be listed in the **Arizona Steps Up Directory**.

This free online directory is an electronic resource for state procurement and public purchasing personnel to locate o certified small, women, minority and disadvantaged businesses. For more information, visit the website at <http://az.gov/webapp/azstepsup>.

Definition of a Small Business

A small business means a for-profit or not-for-profit organization, including its affiliates, with fewer than one hundred full-time employees or gross annual receipts of less than four million dollars for the last complete fiscal year.

To do business with the State, you must first register online at www.spirit.az.gov, in the business/supplier information section.

SPIRIT is the central point for marketing your products and services to state agencies.

Two online tutorials are available to assist you: One for SPIRIT registration and the other for SPIRIT proposal creation and submission.

For those suppliers who would prefer classroom training, State Procurement Office (SPO) provides a 2-day class on how to do business with the State that includes the SPIRIT application.

For more information, visit the website at www.azdoa.gov/spo or call 602-542-7600.

To do business with Arizona's universities, visit their websites at:

**Arizona State University,
Purchasing and Business
Services Department**
www.asu.edu/purchasing

**Northern Arizona
University,
Purchasing Services**
www.nau.edu/purch

**University of Arizona,
Procurement and
Contracting Services**
www.pacs.arizona.edu

Procurement Opportunities

Government Contracting Resources

Arizona Minority Business Enterprise Center (AMBEC)
www.azmbec.com
 602-248-0007
 800-428-7299

BidNet
www.bidnet.com
 800-677-1997

BidSource
www.bidsource.com
 602-495-6467

Grand Canyon Minority Supplier Development Council (GCMSDC)
www.gcmsdc.org
 602-495-9950

Onvia
www.Onvia.com
 888-484-3374

U.S. General Services Administration (GSA)
www.gsa.gov

Women's Business Enterprise Council West
www.wbec-west.org
 480-969-9232

The Arizona Department of Commerce, Small Business Services (SBS) division acts as a resource for small, women-, minority-owned and disadvantaged business enterprises. SBS collaborates with state agencies and numerous business organizations to increase participation and encourage entrepreneurs to sell goods and services to the state of Arizona and local governments. For more information, visit **Arizona Department of Commerce** website at www.azcommerce.com/smallbiz or call 607-771-1196 or 800-542-5684.

Certification is important if entrepreneurs wish to participate in minority purchasing programs. See page 8-62 for the certification programs.

Cooperative Purchase Supply Contracts

The State of Arizona institutes and administers cooperative purchasing agreements with counties, cities/towns and school districts. Many cities/towns actively participate in these agreements for many of its commonly used items. Visit the State Procurement Office website at www.azdoa.gov/spo for more information.

County Procurement Opportunities

Vendors are encouraged to approach the purchasing departments of each county to present their products and/or services. See page 5-42 for the listing of counties websites.

Maricopa County

The Procurement Division maintains lists of vendors for most commodities and services purchased by Maricopa County. If you wish to be added to this list, you must register online at the Materials Management website at www.maricopa.gov/materials or for more information call 602-506-8712.

MCbiz: Maricopa County new Small Business Enterprise (SBE) Program. The program facilitates the participation of small

business enterprises in Maricopa County's procurement activities in contract amounts of \$50,000 or less. For more information, visit their website at www.maricopa.gov/materials or call 602-506-3967.

Pima County

The Pima County Procurement Department is dedicated to conserving public funds and conducting its procurement process in a fair, open and competitive manner. For more information, visit their website at www.pima.gov/procure/index.htm or call 520-740-8161.

In June, 1997, Pima County implemented their Minority and Women-Owned Business Program. General MWBE program information can be found on their website at www.pima.gov/procure/mwbe or call 520-740-3296.

City/Town Procurement Opportunities

If you sell a product or provide a needed service, and you are competitive with those who are currently obtaining the city's/town's business, most cities/towns are interested in providing you with an opportunity to sell to their city/town. See page 5-43 and 5-44 for the listing of cities/towns websites.

Federal Government Procurement Opportunities

To succeed in federal government contracting, you have to first register in the Central Contractor Registration (CCR). For more information, visit their website at www.ccr.gov or call 888-227-2423.

Free Workshop - Selling to the Federal Government

For more information, visit the Small Business Administration (SBA) website at www.sba.gov/az or call 602-745-7200.

Certification Programs

Arizona Department of Transportation

Civil Rights Office Supportive Services Program

1135 N. 22nd Avenue, 2nd Floor
Phoenix, AZ 85007
602-712-7761

Website:

www.azdot.gov/Inside_ADOT/CRO/DBEP.asp

The Disadvantaged Business Enterprise (DBE) program is intended to remedy past and current discrimination against disadvantaged businesses. It ensures a “level playing field” and fosters equal opportunity in all Arizona Department of Transportation assisted contracts that include highway, transit and airport programs.

Certification

Once identified as a qualified minority or woman-owned business, the ADOT DBE Supportive Services Program will assist the business owner in the preparation of certification documents that will help their firm in becoming certified by ADOT and with the cities of Phoenix and Tucson as well.

The benefits of being certified are numerous. It can mean being included on federally-funded highway, aviation and transit construction and design projects. Cities and counties who receive federal funds for construction may also be required to include DBE companies on those projects as well. It can also mean free advertising and job referrals.

Training

The DBE Supportive Services Program provides business and technical management training to help DBE companies compete on “level playing field.” This training will be relevant to the specific needs of the DBE company and will be given by people who know what they are talking about! Contact ADOT Support Services Program at 602-712-7761 for more information.

City of Phoenix

Equal Opportunity Department

251 W. Washington Street, 7th Floor
Phoenix, AZ 85003
602-262-6790

Website:

www.phoenix.gov/EOD/eodhands.html

The City of Phoenix is committed to the economic growth of Minority, Woman, Small and Disadvantaged Business Enterprise (M/W/S/DBE). For more information about, visit their website at www.phoenix.gov/MWSBE/index.html.

The city offers educational services and networking opportunities to help M/W/S/DBE firms connect to new business opportunities. For more information, contact the Small Business Resource Line at 602-534-2489.

City of Tucson

Office of Equal Opportunity Programs

100 N. Stone, Suite 610
Tucson, AZ 85726
520-791-4593

Website: www.tucsonaz.gov/eoo/index.html

Minority and Women-Owned Business Enterprise (MWBE) Program

The MWBE program provides opportunities and incentives to certified firms located in Pima County to do business with the City of Tucson on projects and contracts administered by the city’s procurement department. For more information, visit their website site at www.tucsonaz.gov/eoo/MWBE/mwbe.html.

Disadvantaged Business Enterprise (DBE) Program

The DBE program serves to create equal opportunity for those DBE firms doing business with the City of Tucson on projects receiving federal financial assistance. For more information, visit their website at www.tucsonaz.gov/eoo/DBE_Program/dbe_program.html.

The certification application for minority, women-owned and disadvantaged business enterprises from the City of Tucson, Office of Equal Opportunity Programs can be obtained by calling 520-791-4593.

Federal Certification

The 8(a) Program is a business development program created to help small disadvantaged businesses compete in the market place. To apply for 8(a) certification, visit the website of SBA at www.sba.gov and search “8(a) Program” or call 602-745-7200.

The Arizona Unified Certification Program (UCP) has been established to facilitate statewide DBE certification. The UCP eliminates the need for DBE applicant businesses to obtain certification from multiple agencies, and provides reciprocity within Arizona. For more information, visit their website at www.azdbe.com.



Expanding to International Markets

International Sales

The International Division of the **Arizona Department of Commerce** helps develop international trade opportunities for Arizona businesses and puts together several international trade missions a year and encourages Arizona entrepreneurs to participate.

Companies with an urge to go international should do their homework before jumping into an unknown business environment. A company must go into international ventures with a long-term financial commitment, as well as a sense of how it's spreading its risk-reward factors.

For example, a culturally sensitive business plan provides for an international road map, and entrepreneurs establishing foreign ventures must familiarize themselves with prevailing local laws, industry-specific regulations and export and import licenses.

Securing state and federal licenses are also important elements for international trade. International currency contracts also must be negotiated to allow for payment at market rates for goods and services provided. Shipping and insurance costs also will figure into the equation.

While the Internet can initially provide assistance in making contact with prospective foreign markets, it's no substitute for the face-to-face contact that should be considered a requirement before conducting any business operations abroad.

To attend a Commerce trade mission, participate in an international trade show or to establish your international business ties and expand your business, visit the **Arizona Department of Commerce** website at www.azcommerce.com or call 602-771-1100.

Arizona U.S. Export Assistance Center (a division of the U.S. Department of Commerce)

The Arizona U.S. Export Assistance Center, with offices in Phoenix and Tucson, is part of the U.S. Commerce Department's trade promotion division. As part of a network of 250+ worldwide offices, the Arizona U.S. Export Assistance Center works with local companies to help them grow through international sales.

Services include:

- » World class market research
- » Trade events that promote your product or service to qualified buyers
- » Introductions to qualified buyers and distributors
- » Counseling and advocacy through every step of the export process

To learn more about how the Arizona U.S. Export Assistance Center can help your company export, please call 602-640-2513 or 520-670-5540, or visit their website at www.buyusa.gov/arizona.

Arizona-Mexico Commission

Interested in doing business with neighboring Mexico? The Arizona-Mexico Commission's vision is to promote a strong, cooperative relationship with Mexico; facilitate the movement of goods, services, people and information through Mexico and Latin America; and encourage security and sustainable development within our border communities.

For more information, visit their website at www.azmc.org or call 602-542-1345.

CANAMEX Corridor

The CANAMEX Corridor has grown to become the cornerstone for the seamless and efficient transportation of goods, services, people and information between Canada, Mexico and the United States.

For more information, visit their website at www.canamex.org.

Global Advantage™ An International Business Development Network

Global Advantage, operating with the University of Arizona Office of Economic Development, is a catalyst and a resource in the global business stage through research development activities, marketing, branding, business and market development as well as international protocols. Global Advantage facilitates and promotes region-to-region research and development and strategic economic alliances between greater Tucson and key business centers worldwide through universities and research parks. Long-term benefits include increased international trade and investment within a network of interconnected regions.

For more information visit www.globaladvantagenet.com or call 520-626-2817.

International Trade Resource Guide

www.azcommerce.com/BusAsst/International



Filming in Arizona

Count on first-rate support from the **Arizona Department of Commerce** Film Office's experienced professionals, who know production.

The following services are available at no cost to all productions regardless of budget:

- » Professional location filming support statewide
- » Personalized script breakdown
- » Comprehensive location photos by e-mail
- » Statewide assistance for location scouting
- » Permit processing and assistance – fee free state trust land permits
- » Referrals to rural and city film offices statewide
- » Resource information statewide
- » Problem solving start to finish
- » Research support and direction
- » Commitment to quick turnaround

The film office addresses your location needs with tailor-made services that insure a hassle-free shoot. Rely on their established relationships with local, county, state, federal and tribal governments as well as private sector liaisons – statewide.

Motion Picture Production Tax Incentives Program

The primary goal of the Motion Picture Production Tax Incentives program is to promote and stimulate the production of commercial motion pictures in Arizona.

The program offers the following incentives:

Transaction Privilege Tax Exemption – purchased machinery, equipment and other tangible personal property; job printing, embossing, engraving and copying; leased or rented lodging space; sales of catered food, drink and condiments; construction contracts for buildings and other structures.

Use Tax Exemption – machinery, equipment and other tangible personal property.

Income Tax Credit – an Arizona transferable income tax credit equal to 20% to 30% of the company's investment in eligible Arizona production costs.

For more information, visit the **Arizona Department of Commerce**, Film Office website at www.azcommerce.com or call 602-771-1193.

COMMUNITY PROGRAMS AND RESOURCES

ADOC, Chambers and Associations

Arizona Department of Commerce 9-66

- » Rural Development Office
- » Community Planning Office

Business Affiliations 9-67

- » Chambers of Commerce
- » Minority and Women's Organizations
- » Organizations Supporting the Technology

Associations 9-75

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Top Success Factors To Succeed In Business

- Be committed and dedicated to your business; therefore expect to log in long hours if you want to be successful.
- Be prepared to diversify your business with new products and services.
- Always stay abreast of new markets and your competition.
- Find a niche and continually improve on serving your niche market.
- Customer service is always a priority and don't forget to add your personal touch when dealing with customers.

– Michael Ong Hing, Mayor, Town of Superior
Owner, Save Money Market



ARIZONA DEPARTMENT OF COMMERCE

www.azcommerce.com

Arizona Department of Commerce Community Assistance

Rural Development Office

The Rural Development office strives to promote local self-sufficiency, encourages communities to take full advantage of all available resources and provides customized support utilizing a broad scope of resources to assist local leaders and organizations in sustainable economic development.

The Rural Development office provides on-going training and resources for community organizations through the following programs:

Main Street Program

- » Assisting Arizona communities in revitalizing their Downtown Business Districts
- » Facilitate meetings and work program retreats
- » Develop and train Main Street boards and committees
- » Technical assistance for program implementation
- » Offer design assistance to business owners

Rural Economic Development Initiative (R.E.D.I.) Program

- » Assisting Arizona communities in strengthening economic development practices and techniques
- » Help communities to become more attractive for capital investment.
- » Analyze and determine organizational strategies
- » Provide matching grants for studies and economic development implementation tools
- » Provides presentations and training:
 - » **Outreach Presentation** informs rural stakeholders about Arizona Department of Commerce (ADOC) programs and services
 - » **Economic Development Organization (EDO)** assists communities interested in creating and maintaining an effective EDO
 - » **Asset Inventory** presentation provides a spreadsheet and information used to identify regional assets
 - » **Business Retention and Expansion (BR&E)** provides foundational information to create and manage a BR&E program
 - » **Rural Development Leadership** helps rural EDO's understand types of leaders and navigate rural leadership issues
 - » **Marketing and Attraction** assists communities improve their image and develop a marketing plan

Community Planning Office

The Community Planning Office is designed to provide statewide technical assistance and training to Arizona's municipalities, counties,

and tribal communities in areas such as the Growing Smarter mandates, land use planning, development, zoning, infrastructure, public participation, and strategic planning. A fundamental philosophy of the Office is to foster community capacity-building and foundation development that will enable local leaders to make informed decisions affecting their community's future. Community Planning staff are focused in the following areas:

» Annual Boards & Commissions Conference

This state-wide event provides information on a variety of topics to build the capacity for progressing effective and responsible public officials to serve the citizens of Arizona.

» Growing Smarter and Growing Smarter Plus

All communities and counties are required to complete a General or Comprehensive Plan to address issues such as land use, transportation, open space and water resources

» Arizona Regional Military Compatibility Project

Providing oversight and management of this statewide endeavor

» Growing Smarter Oversight Council

Provide staff resources and technical assistance to this Governor's council

» Growing Smarter Planning Grant Program

Administration of funds available to communities, counties and tribes statewide

» Planning resource materials

Organizing and conducting training workshops and retreats for councils, commissions, boards, and citizens groups

- » Providing **professional planning technical assistance**, including proactively assisting in general and comprehensive plan development, zoning ordinances and public participation programs; participating in technical advisory committees; conducting research, etc.

Regional Managers

Regional Managers serve as the Arizona Department of Commerce point people in the field that is our great state. They cover their assigned regions, serving as ambassadors and augmenting the state's incentive programs.

Their key responsibilities include any and all activities relative to Community Development, Economic Development and Workforce Development.

For more information, visit the Arizona Department of Commerce website at www.azcommerce.com or call 602-771-1100.

Chambers of Commerce

The chambers of commerce in Arizona promote a business climate that enhances economic vitality and improves the quality of life for all Arizonans. Through chambers membership, businesses have access to a wide array of benefits which help strengthen their operations and open new markets.

Contact your local chamber to learn more about their organization and the multitude of educational courses, events and benefit programs.

Statewide

Arizona Chamber of Commerce
602-248-9172
www.azcchamber.com

Ajo

Ajo Chamber of Commerce
520-387-7742
www.ajochamber.com

Alpine

Alpine Chamber of Commerce
928-339-4330
www.alpinearizona.com

Apache Junction

Apache Junction Chamber of Commerce
480-982-3141
www.apachejunctioncoc.com

Apache Junction

Main Street Program
480-982-3141
www.ajmainstreet.com

Arizona City

Arizona City Chamber of Commerce
520-466-5141
www.azcchamber.com

Ash Fork

Ash Fork Chamber of Commerce
520-637-2442

Avondale

Southwest Valley Chamber of Commerce
623-932-2260
www.southwestvalleychamber.org

Benson

San Pedro Valley Chamber of Commerce
520-586-2842
www.bensonchamberaz.com

Bisbee

Bisbee Chamber of Commerce
520-432-5421
www.bisbeearizona.com

Black Canyon City

Black Canyon City Chamber of Commerce
623-374-9797
www.blackcanyoncity.org

Bouse

Bouse Chamber of Commerce
928-851-2509
www.azoutback.com/bouse.htm

Buckeye

Buckeye Valley Chamber of Commerce
623-386-2727
www.buckeyevalleychamber.org

Buckeye Main Street Coalition

623-386-0526
www.buckeyemainstreet.org

Bullhead City

Bullhead Area Chamber of Commerce
928-754-4121
www.bullheadchamber.com

Camp Verde

Camp Verde Chamber of Commerce
928-567-9294
www.campverde.org

Carefree/Cave Creek

Carefree/Cave Creek Chamber of Commerce
480-488-3381
www.carefree-cavecreek.com

Casa Grande

Greater Casa Grande Chamber of Commerce
520-836-2125; 800-916-1515
www.casagrandechamber.org

Casa Grande Main Street Program

520-836-8744

Chandler

Chandler Chamber of Commerce
480-963-4571; 800-963-4571
www.chandlerchamber.com

Chino Valley

Chino Valley Area Chamber of Commerce
928-636-2493
www.chinovalley.org

Chloride

Chloride Chamber of Commerce
928-565-2204
www.chloridearizona.com

Clarkdale

Clarkdale Chamber of Commerce
928-634-9438
www.clarkdalechamber.com

Coolidge

Coolidge Chamber of Commerce
520-723-3009
www.coolidgechamber.org

Cottonwood

Cottonwood Chamber of Commerce
928-634-7593
www.cottonwood.verdevalley.com

Dolan Springs

Dolan Springs Chamber of Commerce
928-767-4473
www.dolanspringschamber.com

Douglas

Douglas Chamber of Commerce
520-364-2477

Eagar/Springerville

Regional Chamber of Commerce
928-333-2123
www.springerville-eagarchamber.com

NETWORKING

Chambers of Commerce *(listing continued)***Ehrenberg****Ehrenberg Chamber of Commerce**

928-923-9661

www.coloradoriverinfo.com/ehrenberg/chamber**El Mirage****Northwest Valley****Chamber of Commerce**

623-583-0692

www.northwestvalley.com**Elfrida****Sulphur Springs****Chamber of Commerce**

520-642-1078

Elgin**Sonoita/Elgin Chamber of Commerce**

520-455-5498

www.sonoitaelginchamber.org**Eloy****Eloy Chamber of Commerce**

520-466-3411

www.elaychamber.com**Flagstaff****Flagstaff Chamber of Commerce**

928-774-4505

www.flagstaffchamber.com**Florence****Florence Chamber of Commerce**

520-868-9433; 877-868-9433

www.florenceaz.org**Florence Main Street Program**

520-868-4496

www.florencemainstreet.org**Fountain Hills****Fountain Hills****Chamber of Commerce**

480-837-1654

www.fountainhillschamber.com**Ft. Mohave****Mohave Valley****Chamber of Commerce**

928-768-2777

www.mohavevalleychamber.com**Gila Bend****Gila Bend Chamber of Commerce**

928-683-2255

Gilbert**Gilbert Chamber of Commerce**

480-892-0056

www.gilbertaz.com**Glendale****Glendale Chamber of Commerce**

623-937-4754; 800-437-8669

www.glendaleazchamber.com**Globe****Greater Globe/Miami****Chamber of Commerce**

928-425-4495; 800-804-5623

www.globemiamichamber.com**Historic Globe Main Street Program**

928-425-9340

Golden Valley**Golden Valley Chamber of Commerce**

928-565-3311

www.goldenvalleychamber.com**Goldroad****Oatman/Goldroad****Chamber of Commerce**

928-768-6222

www.oatmangoldroad.com**Goodyear****Southwest Valley****Chamber of Commerce**

623-932-2260

www.southwestvalleychamber.org**Graham County****Graham County****Chamber of Commerce**

520-485-2511; 888-837-1841

www.graham-chamber.com**Grand Canyon****Grand Canyon****Chamber of Commerce**

928-638-2901

www.grandcanyonchamber.com**Green Valley****Green Valley Chamber of Commerce**

520-625-7575; 800-858-5872

www.greenvalleyazchamber.com**Greenlee County****Greenlee County****Chamber of Commerce**

928-865-3313

Greer**Pinetop/Lakeside****Chamber of Commerce**

928-367-4290; 800-573-4031

www.pinetoplakesidechamber.com**Heber****Heber/Overgaard****Chamber of Commerce**

928-535-5777

www.heberovergaard.org**Holbrook****Holbrook Chamber of Commerce**

928-524-6558; 800-524-2459

www.gotouraz.com/holbrook**Holbrook Main Street Program**

928-524-6558

Jerome**Jerome Chamber of Commerce**

928-634-2900

www.jeromechamber.com**Joseph City****Joseph City Chamber of Commerce**

928-288-3475

Kearny**Copper Basin Chamber of Commerce**

520-363-7607

www.copperbasinaz.com**Kingman****Kingman Area Chamber of Commerce**

928-753-6253

www.kingmanchamber.com**Lake Havasu City****Lake Havasu Area****Chamber of Commerce**

928-855-4115

www.havasuchamber.com**Lake Havasu Main Street Program**

928-208-2442

www.lhcmstreet.com

Litchfield Park
Southwest Valley
Chamber of Commerce
623-932-2260
www.southwestvalleychamber.org

Mammoth
SMOR Tri-Community
Chamber of Commerce
520-385-9322

Marana
Marana Chamber of Commerce
520-682-4314
www.maranachamber.com

Maricopa
Maricopa Community
Chamber of Commerce
520-568-2844

Mayer
Mayer Area Chamber of Commerce
928-632-4355
www.mayerareachamber.org

Mesa
Mesa Chamber of Commerce
480-969-1307
www.mesachamber.org

Miami
Greater Globe/Miami
Chamber of Commerce
928-425-4495; 800-804-5623
www.globemiamichamber.com

Nogales
Nogales/Santa Cruz County
Chamber of Commerce
520-287-3685
www.nogaleschamber.com

Nogales Community
Development Corporation
520-397-9219
www.nogalescdc.com

Oatman
Oatman/Goldroad
Chamber of Commerce
928-768-6222
www.oatmangoldroad.com

Oracle
SMOR Tri-Community
Chamber of Commerce
520-385-9322

Oro Valley
Town of Oro Valley
Economic Development
520-229-4700
www.ci.oro-valley.az.us

Overgaard
Heber/Overgaard
Chamber of Commerce
928-535-5777
www.heberovergaard.org

Page
Page/Lake Powell
Chamber of Commerce Visitor and
Convention Bureau
928-645-2741
www.pagelakepowellchamber.org

Paradise Valley
North Phoenix
Chamber of Commerce
602-482-3344
www.northphoenixchamber.com

Parker
Parker Area Chamber of Commerce
928-669-2174
www.coloradoriverinfo.com/parker

Payson
Rim Country Regional
Chamber of Commerce
928-474-4515; 800-672-9766
www.rimcountrychamber.com

Payson Main Street Program
928-468-6074
www.ci.payson.az.us/Departments/CommunityDev/mainstreet.htm

Pearce
Pearce/Sunsites
Chamber of Commerce
520-826-3535
www.pearcesunsiteschamber.org

Peoria
Peoria Chamber of Commerce
623-979-3601
www.peoriachamber.com

Phoenix
Ahwatukee Foothills
Chamber of Commerce
480-753-7676
www.ahwatukeechamber.com

Greater Phoenix
Chamber of Commerce
602-254-5521
www.phoenixchamber.com

Indo-American
Chamber of Commerce
480-496-4010
www.iaccusa.org

North Phoenix Chamber of Commerce
602-452-3344
www.northphoenixchamber.com

Pinnacle Peak Chamber of Commerce
602-490-0045
www.PinnaclePeakChamber.com

South Mountain Laveen
Chamber of Commerce
602-495-6469
www.southmountainlaveenchamber.com

Arizona Hispanic
Chamber of Commerce
602-279-1800
www.azhcc.com

Arizona Korean Association
602-230-2019

Asian Chamber of Commerce
602.222.2009
www.asianchamber.org

Chinese Chamber of
Commerce of Arizona
602-955-6665
www.cccarizona.org

Greater Phoenix Black
Chamber of Commerce
602-307-5200
www.phoenixblackchamber.com

Philippine-American
Chamber of Commerce of Arizona
602-549-1011
<http://www.paccaz.com>

Pima
Graham County
Chamber of Commerce
928-485-2511; 888-837-1841
www.graham-chamber.com



NETWORKING

Chambers of Commerce *(listing continued)***Pine****Rim Country Regional
Chamber of Commerce**

928-474-4515; 800-672-9766
www.rimcountrychamber.com

Pinetop/Lakeside**Pinetop/Lakeside
Chamber of Commerce**

928-367-4290
www.pinetoplakesidechamber.com

Pinetop-Lakeside**Main Street Program**

928-367-4299
www.pinetoplakesidemainstreet.com

Prescott**Prescott Chamber of Commerce**

928-445-2000; 800-266-7534
www.prescott.org

Prescott Main Street Program

928-443-5220
www.prescottdowntown.com

Prescott Valley**Prescott Valley
Chamber of Commerce**

928-772-8857
www.pvchamber.org

Quartzsite**Quartzsite Chamber of Commerce**

928-927-9321
www.qzchamber.com

Safford**Graham County
Chamber of commerce**

520-485-2511
www.graham-chamber.com
Safford Main Street Program
 520-668-7964

St. Johns**St. Johns Regional
Chamber of Commerce**

928-337-2000
www.apachecounty.com

Salome**McMullen Valley Chamber of Commerce**

928-859-3846
www.azoutback.com/mcmullen.htm

San Manuel**SMOR Tri-Community
Chamber of Commerce**

520-385-9322

Santa Cruz County**Nogales/Santa Cruz County
Chamber of Commerce**

520-287-3685
www.thenogaleschamber.com/portal

Scottsdale**Scottsdale Chamber of Commerce**

480-355-2700; 800-877-1117
www.scottsdalechamber.com

Sedona/Oak Creek Canyon**Sedona/Oak Creek Canyon
Chamber of Commerce**

928-282-7722; 800-288-7336
www.sedonachamber.com

Sedona Main Street Program

928-204-2390
www.sedonamainstreet.com

Seligman**Seligman Chamber of Commerce**

928-308-8210

Show Low**Show Low Chamber of Commerce**

928-537-2326
www.showlowchamberofcommerce.com

Show Low Main Street Program

928-537-8181
www.showlowchamberofcommerce.com

Sierra Vista**Sierra Vista Chamber of Commerce**

520-458-6940; 800-288-3861
www.sierravistachamber.org

Snowflake**Snowflake/Taylor
Chamber of Commerce**

928-536-4331
www.snowflaketaylorchamber.com

Sonoita**Sonoita/Elgin Chamber of Commerce**

520-455-5498
www.sonoitaelginchamber.org

Springerville/Eager**Regional Chamber of Commerce**

928-333-2123
www.springerville-eagarchamber.com

Stanfield**Maricopa Community
Chamber of Commerce**

520-568-2844

Strawberry**Rim Country Regional
Chamber of Commerce**

928-474-4515; 800-672-9766
www.rimcountrychamber.com

Sun City/Sun City West**Northwest Valley
Chamber of Commerce**

623-583-0692
www.northwestvalley.com

Sunsites**Pearce/Sunsites
Chamber of Commerce**

520-826-3535
www.pearcesunsiteschamber.org

Superior**Superior Chamber of Commerce**

520-689-0200
www.superiorazchamber.net

Surprise**Northwest Valley
Chamber of Commerce**

623-583-0692
www.superiorazchamber.net

Taylor**Snowflake/Taylor
Chamber of Commerce**

928-536-4331
www.snowflaketaylorchamber.org

Tempe**Tempe Chamber of Commerce**

480-967-7891
www.tempechamber.org

Thatcher**Graham County
Chamber of Commerce**

520-485-2511
www.graham-chamber.com

Tolleson
Southwest Valley
Chamber of Commerce
623-932-2260
www.southwestvalleychamber.org

Tombstone
Tombstone Chamber of Commerce
520-457-9317; 888-457-3429
www.tombstone.org

Tonto Basin
Globe-Miami Regional
Chamber of Commerce
928-425-4495
www.globemiamichamber.com

Tubac
Tubac Chamber of Commerce
520-398-2704
www.tubacaz.com

Tucson
Tucson Metropolitan
Chamber of Commerce
520-792-1212
www.tucsonchamber.org

Tucson Southern Arizona Black
Chamber of Commerce (TSABCC)
520-623-0099
www.tsabcc.com

Tucson Hispanic
Chamber of Commerce
520-620-0005
www.tucsonhispanicchamber.org

Northern Pima County
Chamber of Commerce
520-297-2191
www.the-chamber.com

Valle
Valle Grand Canyon
Chamber of Commerce
928-635-1000

Verde Valley
Cottonwood Chamber of Commerce
928-634-7593
<http://cottonwood.verdevalley.com>

Wickenburg
Wickenburg Chamber of Commerce
928-684-5479; 800-942-5242
www.wickenburgchamber.com

Wilcox
Wilcox Chamber of
Commerce & Agriculture
520-384-2272; 800-200-2272
www.willcoxchamber.com

Williams/Grand Canyon
Williams Chamber of Commerce
928-635-1418
www.williamschamber.com

Williams Main Street Program
928-635-0273

Winslow
Winslow Chamber of Commerce
928-289-2434
www.winslowarizona.org

Yarnell
Yarnell/Peoples Valley
Chamber of Commerce
928-427-6582

Youngtown
Northwest Valley
Chamber of Commerce
623-583-0692
www.northwestvalley.com

Yuma
Yuma County Chamber of Commerce
928-782-2567
www.yumachamber.org

Yuma Main Street Program
928-782-5712
www.yumaheritage.com

Arizona Main Street Program

The Arizona Main Street Program was established by special legislation, ARS 41-1505.02, in 1986. The **Arizona Department of Commerce** was charged with the “revitalization of the central business districts in rural communities of the state.”

Main Street Goals and Objectives

- » Enhance community pride and quality of life
- » Preserve and create jobs
- » Enhance industrial, commercial and professional development
- » Increase collaboration between public and private sectors, in order to attain common goals
- » Bolster property value throughout the community
- » Grow existing business, attract new business and reinforce economic development activity
- » Protect and utilize the historic assets in downtown
- » Increase the tax base by developing vacant and underutilized buildings to higher and better use
- » Leverage reinvestment in downtown

For more information, visit the **Arizona Department of Commerce** website at www.azcommerce.com or call 602-771-1100.



NETWORKING

Minority and Women's Organizations

American Indian Chamber of Commerce (AICCAZ)

602-437-8729

www.aiccaaz.org
American Business Women's Association (ABWA)
e-mail: info@abwa-phoenix.orgwww.abwa-phoenix.org
Arizona
Business & Professional Women
E-mail: ccbpw@aol.comwww.bpwaz.org
Arizona Hispanic
Chamber of Commerce

602-279-1800

www.azhcc.com
AZ Hispanic Connection
www.az-hispanicconnection.com
Arizona Minority Business Enterprise Center

602-248-0007; 800-428-7299

www.azmbec.com
Arizona Women's Education and Employment, Inc.

602-223-4333

www.awee.org
Arizona Women in
International Trade (AWIT)

602-553-9534

www.owit-az.org
Asian Chamber of Commerce

602-222-2009

www.asianchamber.org
Associated Minority Contractors of America

602-495-0026

www.amcaaz.com
Chinese Chamber of Commerce of Arizona
www.cccarizona.org
Entrepreneurial Mothers Association

480-892-0722

www.emausa.org
eWomen Network

972-620-9995

www.ewomennetwork.com
Grand Canyon Minority Supplier Development Council (GCMSDC)

602-495-9950

www.gcmsdc.org
Greater Phoenix Black Chamber of Commerce (GPBCC)

602-307-5200

www.phoenixblackchamber.com
Greater Phoenix Gay and Lesbian Chamber of Commerce

602-266-5055

www.gpglcc.org
Greater Phoenix Urban League

602-254-5611

www.greaterphoenixurbanleague.org
Hispanic Women Corporation

602-954-7995

www.hispanicwomen.org
Hopi Indian Chamber of Commerce

928-734-3242

www.hopibiz.com/Chamber.html
Indo-American
Chamber of Commerce

480-496-4010

www.iaccusa.org
Korean American
Chamber of Commerce

602-246-6646

www.kacc-npc.org
National Association for Female Executives/Impact for Enterprising Women

602-817-8277

www.nafe.com
National Association of Women in Business Owners (NAWBO)
Phoenix Chapter

480-496-5176

www.nawbophx.org
Greater Tucson Chapter

520-326-2926

www.nawbotucson.org
Sedona - Verde Valley Chapter
communications@nawbosvv.orgwww.nawbosvv.org
National Association of Women in Construction (NAWIC)
Phoenix Chapter

602-841-7900

www.nawic.org
Native American
Chamber of Commerce (NACC)

832-251-6367

www.namcham.org
Philippine-American Chamber of Commerce of Arizona (PACCA)

602-549-1011

www.paccaz.com
Prestamos,
Chicanos Por La Causa Inc. (CLPC)

602-258-9911

www.prestamosloanfund.org
Tucson Southern Arizona Black Chamber of Commerce (TSABCC)

520-623-0099

www.tsabcc.org
Tucson Hispanic
Chamber of Commerce

520-620-0005

www.tucsonhispanicchamber.org
United Latino Business Coalition (ULBC)

602-770-4096

U.S. Women's Chamber of Commerce

888-418-7922

www.uswcc.org

West Valley Women
602-235-2370
www.westvalleywomen.org

Women's Business Enterprise Council-West (WBEC-West)
480-969-9232
www.wbec-west.org

Women Business Builders
623-930-3572
www.womenbusinessbuilders.org

Women Impacting Public Policy (WIPP)
www.wipp.org

Women I Should Know (W.I.S.K.)
480-949-6069
www.wisk-az.com

Women of Scottsdale
480-391-6585
www.womenofscottsdale.org

Organizations Supporting the Technology Business Community

Many organizations in Arizona are dedicated to supporting the Arizona technology business community. Contemporaries, suppliers and professional organizations can also provide numerous and profitable business leads through networking.

American Electronics Association(AEA)
480-607-0233
www.aeanet.org/AeACouncils/AZCouncilStart.asp

Alliance of Technology and Women Phoenix Chapter:
www.atwinternational.org/chapters/phoenix
Tucson Chapter:
www.atwinternational.org/chapters/tucson

Aerospace, Manufacturing & Information Technology (AMIT)
520-270-0461
www.amit-az.org

APICS Educational Society for Resource Management
480-813-2154

Arizona Association for Economic Development (AAED)
480-921-9131
www.aaed.com

Arizona Bioindustry Association (ABA)
602-495-2938
www.azbio.org

Arizona Chamber of Commerce and Industry Arizona Manufacturers' Council
602-248-9172
www.azchamber.com

Arizona Credit Union System
602-264-6701

Arizona High Tech Community Directory (AzTechList)
www.aztechlist.org

Arizona Internet Professionals Association
www.azipa.org

Arizona Manufacturing Extension Partnership (MEP)
480-874-9100

Arizona Nanotechnology Cluster
www.aznano.org

Arizona Optics Industry Association (AOIA)
www.aoia.org

Arizona Small Business Association (ASBA)
Phoenix Chapter: 602-265-4563
Southern Arizona Chapter:
520-327-0222
www.asba.com

Arizona Small Business Development Centers (SBDC)
480-731-8720
www.maricopa.edu/sbdc/centers.htm

Arizona Technology Council
602-343-8324
www.aztechcouncil.org

ASU Technopolis
480-884-1804
www.asutechnopolis.org

Community Information and Telecommunications Alliance (CITA) -Tucson
520-321-1309
www.tucsonlink.org

Enterprise Network
480-496-4408

Environmental Industry Technology Cluster (ETIC)
www.az-etic.com

Executives Association of Greater Phoenix
602-241-0864
www.eagp.org

NETWORKING

Technology Support *(listing continued)***Flinn Foundation**

(awards grants to non-profit organizations in Arizona, primarily to improve the competitiveness of the state's biomedical research enterprise)

602-744-6800

www.flinn.org/bio/index.cms

**Global Arizona
e-Learning Association**

www.gazel.org/index.cfm

**Governor's Council on
Innovation and Technology (GCIT)**

602-771-1215

www.gcit.az.gov

Greater Phoenix Economic Council

800-421-4732

www.gpec.org/index.asp

**Information Technology Association
of Southern Arizona (ITASA)**

520-586-5380

www.amit-az.org

Inventor's Association of Arizona

www.azinventors.org

Project Management Institute (PMI)

Phoenix Chapter: 602-712-1016

SEMI, Arizona Chapter

512-241-4070

Southern Arizona Tech Council

520-742-6601

www.satc-az.com/index.cfm

**Tucson Regional Economic
Opportunities, Inc. (TREO)**

520-243-1900

www.treoaz.org/Data-Center.aspx

Tech-Oasis

www.techoasis.org

TiE Arizona

480-203-7572

www.az.tie.org

Valley Partnership

602-266-7844

www.valleypartnership.org

Supply Chain

A reliable and responsive in-state supplier network is an essential component of Arizona's technology business development program.

The www.azbusinesslinc.com database includes capability information on more than 2,000 high-tech and other companies in Arizona. It has resulted in well over \$60 million in new contracts. Local companies are encouraged to enter their profile at the website and use its database to locate needed products and services. There is no cost for local companies to participate in the AzBusinessLINC.Com program.

Another local supplier development collaboration is the Arizona Manufacturing Extension Partnership (Arizona MEP). It is an association of more than 50 Phoenix area companies who have united with the support of local consultants, government officials and educators to expand the market for Arizona manufacturers. More details may be found at the Arizona MEP website at www.arizonamep.org or call 480-874-9100.



Associations

The associations listed below represent only a few of the non-profit groups providing business assistance. For more information on other associations, visit your public library business resource center or look in the Yellow Pages under "Associations."

American Institute of Architects

602-252-4200

www.aia-arizona.org

American Institute of Graphic Arts

212-807-1990

www.aiga.org

American Society of Home Inspectors

800-743-2744

www.ashi.org

American Society of Interior Designers

602-569-8916

www.ASIDaznorth.org

Arizona Association of Bed & Breakfasts Inns

520-670-9022

www.arizona-bed-breakfast.com

Arizona Association of Chiropractic

602-246-0664

www.azchiropractic.org

Arizona Association for Economic Development (AAED)

602-240-2233

www.aaed.com

Arizona Association of Homes and Housing for the Aging

602-230-0026

www.azaha.org

Arizona Auto Dealers Association

602-468-0888; 800-678-3875

www.AADA.com

Arizona Builders Alliance

602-274-8222

www.azbuilders.org

Arizona Chamber of Commerce and Industry Arizona Manufacturers' Council

602-248-9172

www.azchamber.com

Arizona

Consulting Engineers Association

602-995-2187; 800-982-5986

www.acecaz.org

Arizona Contractors Association

602-246-8627; 800-467-8627

www.azca.com

Arizona Guide Association

480-425-9001

www.arizonaguides.net

Arizona Hospital and Healthcare Association

602-445-4300

www.azhha.org

Arizona Hotel and Lodging Association

602-604-0729

www.azhla.com

Arizona Independent Auto Dealers Association

602-246-1498; 800-352-4232

www.AIADA.net

Arizona

Landscape Contractors Association

602-626-7091

www.azlca.com

Arizona Medical Association

602-246-8901; 800-482-3480

www.azmedassn.org

Arizona Newspapers Association

602-261-7655

www.ananews.com

Arizona Nursery Association

480-966-1610

www.azna.org

Arizona Paralegal Association

602-235-7174

www.azparalegal.org

Arizona Restaurant and Hospitality Association

Phoenix: 602-307-9134

Tucson: 520-791-9106

Flagstaff: 928-779-4104

Toll free: 888-661-3463

www.azrestaurant.org

Arizona Retailers' Association

480-833-0009

www.azretailers.com

Arizona Small Business Association (ASBA)

Phoenix Chapter: 602-265-4563

Southern Arizona Chapter:

520-327-0222

www.asba.com

Arizona State Florists Association

www.azflorists.org

Arizona Society of Association Executives

602-266-0133

www.azsae.com

Arizona Society of Certified Public Accountants

602-252-4144; 888-237-0700

www.ascpa.com

Arizona Society of Practicing Accountants

480-782-8872; 800-393-0647

www.aspaacct.org

Arizona Tax Research Association

602-253-9121

www.arizonatax.org

Arizona Technology Council

602-343-8324

www.aztechcouncil.org

Arizona Tooling and Machining Association

602-242-8826

www.arizonatooling.org

Associations *(listing continued)*

Associated General Contractors, Arizona Chapter

602-252-3926

www.azagc.org

Associated Locksmiths of America, Grand Canyon Chapter

800-532-2562

www.aloa.org

Association for Supportive Child Care

480-829-0500

www.asccaz.org

Automotive Service Association of Arizona

602-544-2600

www.asaaz.org

Home Builders Association of Central Arizona

602-274-6545

www.hbaca.org

Independent Computer Consultants Association

www.icca.org

Institute of Management Consultants - Arizona Chapter

www.imcaz.org

Institute for Supply Management

480-752-6276; 800-888-6276

www.ISM.ws

Inventor's Association of Arizona

www.azinventors.org

Local First Arizona/ Arizona Chain Reaction

480-835-7131

www.localfirstaz.com

Maricopa County Bar Association

602-257-4200

www.maricopabar.org

Maricopa County Medical Society

602-252-2015

www.medical-society.com

Meeting Professionals International

602-277-1494

www.azmpi.org

National Federation of Independent Business (NFIB)

602-263-7690

www.nfib.com

National Speakers Association

480-968-2552

www.nsaspeaker.org

Pima County Bar Association

520-623-8258

www.pimacountybar.org

Pima County Medical Society

520-795-7985

www.pimamedicalsociety.org

Printing Industries Association Inc. of Arizona

602-265-7742

www.piaz.org

State Bar of Arizona

Phoenix: 602-252-4804

Tucson: 520-623-9944

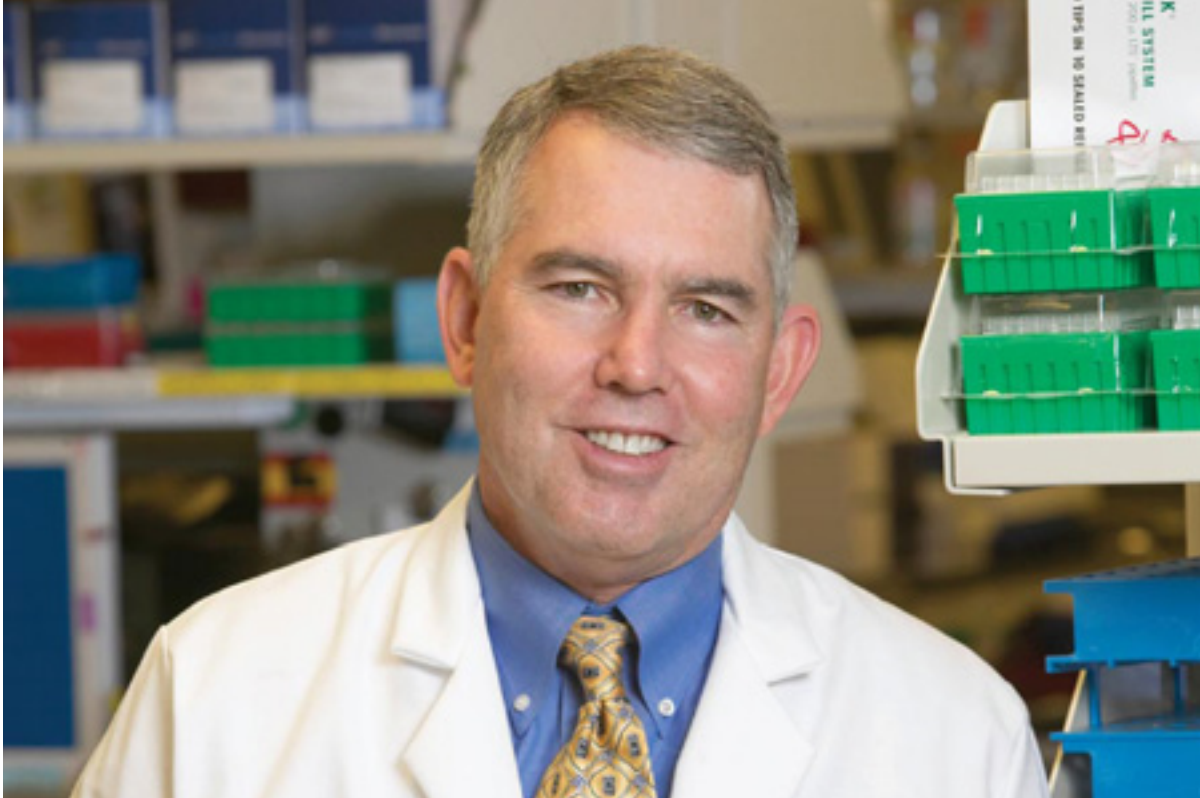
www.azbar.org

Tucson Advertising Federation

520-326-1060

www.tucsonadfed.org





*“Arizona and its universities and colleges have created a forward-thinking environment.
They are making a statement to the world.”*

— Dr. Jeffrey Trent, TGen, President and Scientific Director

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For internationally recognized research organizations like the Translational Genomics Research Institute (TGen) and Arizona State University’s Biodesign Institute, Arizona has become a launching pad for new ideas. The state’s new Angel Investor Tax Credit helps emerging companies attract the capital required to expand operations and market their innovations. Thanks to the University of Arizona’s medical school, its world-class Bio5 Institute, and the Mayo Clinic in Scottsdale, the state attracts highly qualified talent through interdisciplinary research in agriculture, basic science, medicine, pharmacy, and engineering. Also, with a rich pool of employees who are highly skilled in systems thinking and engineering principles, Arizona has an available workforce that requires no heavy retraining for bio-medical research and bio-manufacturing. For more information, contact the Arizona Department of Commerce at 1-602-771-1100.

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